COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

MAY/JUNE 2007

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

LOOKING Toward the FUTURE

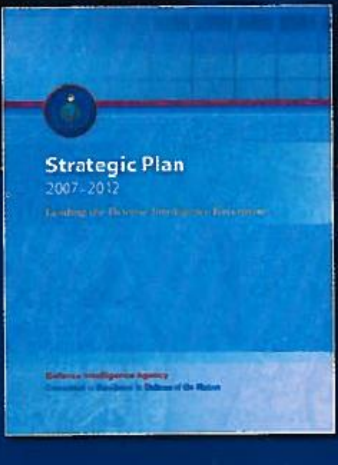
DEVELOPING our TALENT to Build the DIA of TOMORROW

Interview with

Sarah J. Shores,
Chief of the Office of Human Resources

PLUS...

- Updated Strategic Plan Reflects Agency Evolution
- Arming the Warfighter through Exploitation
- DISAP: Training Analysts from Cradle to Grave
- ALIEN Lands to Improve Analytical Research



Strategic Plan
2007-2012

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may/june 2007

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Article Submission Deadlines

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DIA's New Office of ENTERPRISE OPERATIONS

By the Directorate for Mission Services, DA

The Office of Enterprise Operations (DAE) was established in November, when parts of the Office for Operations (OP) realigned under the Directorate for Mission Services (DA). DAE is currently comprised of two offices, the Mission Assurance Division (DAE-1), which ensures DIA continuity of operations, and the Global Operations Division (DAE-2), which synchronizes DIA's support to the warfighter. DAE also works closely on the JICs/JAC MIP Implementation Study.

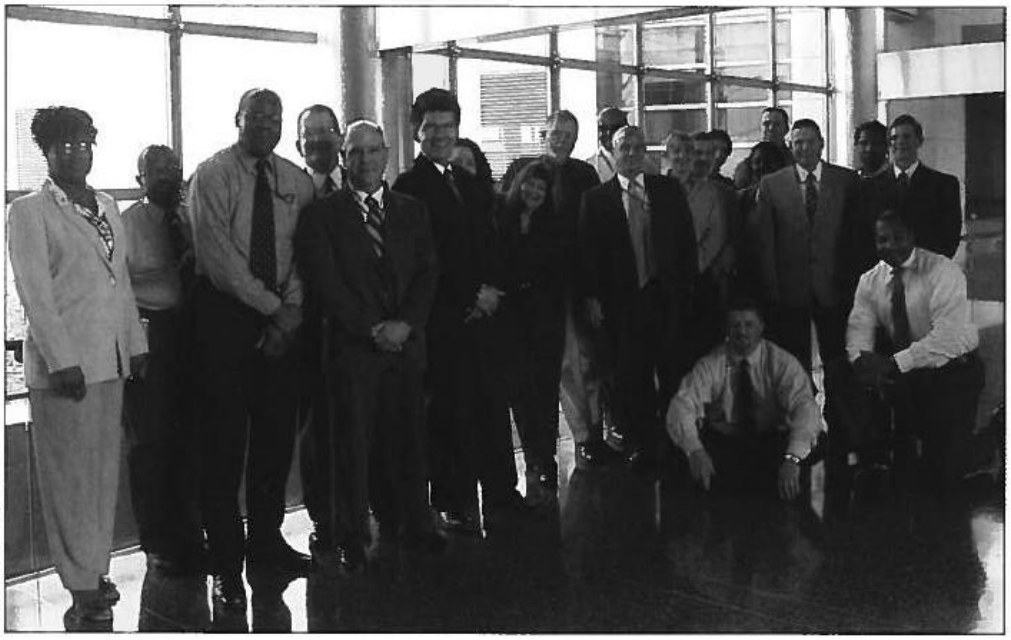

Photo submitted by DA

The Office of Enterprise Operations

DIA relies on DAE-1 to maintain a framework, strategy and plan to operate and develop courses of actions in preparation for and in response to disasters, either natural or manmade. DAE-1 incorporates mission responsibilities previously provided by OP and the Response Management Office. With this merge, DAE garners the synergy of these two offices to ensure the agency's capability to function seamlessly, even under crisis situations. DAE-1 develops executable policy and plans, allowing DIA employees to immediately and appropriately respond to unexpected incidents. DAE-1 conducts training, tests and a series of planned exercises, and maintains procedures for providing situational awareness to DIA leaders and personnel of factors impacting agency operations worldwide.

DAE-2 maintains situation awareness for LTG Michael Maples, director of DIA, on the agency's operations around the world. DAE-2 orchestrates actions to prepare, provide and support capabilities that satisfy validated requirements. In addition, DAE-2 provides oversight to the deployment process, ensuring that personnel are properly trained, prepared and equipped to carry out expected duties. To help ease family burdens and concerns, DAE-2, also assists the Directorate for Human Capital (HC) with family support capabilities. DAE-2 maintains accountability of deployed DIA personnel, and coordinates DIA's

participation in Joint Staff, combatant command and national-level exercises, which allows DIA to test new ideas and ensure established processes and procedures remain valid. DAE-2 also supports new concepts, like the rapid deployment capability, which provides a task-organized, cross-agency team to meet the immediate and short-term requirements of combatant commands and task forces.

DAE understands the abilities of DIA, the status of the agency's readiness and how actions affect intelligence production. DAE assists with operational planning and programs that influence all aspects of deployment, and it protects capabilities during crisis through contingency and directed operations. While DAE's mission continues to evolve, it strives to enhance joint operations and synchronize DIA's support to the warfighter.

An Inside Look at the INVESTIGATION and CAPTURE of Ana Montes

By LCDR Youssef Aboul-Enein, DI

In March, the Naval Institute Press published the first detailed account of the investigation and arrest of DIA analyst Ana Montes, entitled "True Believer: Inside the Investigation and Capture of Ana Montes, Cuba's Master Spy." The author, DIA senior security and counterintelligence investigator, Scott Carmichael, weaves a fascinating tale about the difficulty of capturing Montes, who, during the entirety of her 16-year career at DIA, spied for the Cubans.

The author was among the team of investigators whose work led to Montes' arrest on Sept. 21, 2001. A suspicious co-worker initially tipped off Carmichael, and the investigator's determination prevailed despite legal complications and setbacks in the investigation. The book chronicles a race against time to have Montes arrested before she was able to learn the details of Operation Enduring Freedom, the invasion of Afghanistan.

Montes, on paper, looked like the ideal candidate for the highest levels of security clearance — her father was an U.S. Army psychiatrist and her siblings had positions within the federal government, including the FBI. Despite popular myth, she is not of Cuban origin; she is of Puerto Rican descent. Montes worked

TOP SECRET
ANA BELEN MONTES
DOB 02-28-57
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FBI WFO 09 21 2001

hard to earn her degrees in international relations, including a master's from Johns Hopkins University. She was also considered an ideal employee — someone a supervisor could count on — which made it harder to believe she was betraying her country.

The author also reveals that Montes never physically took classified information from DIA, but mentally noted each day's events in the Cuban assessment shop. Montes would then use pay phones to send numeric-coded messages to pagers in New York and await a coded response on her pager. These codes enabled Montes to discern the information her handler required, which she would transmit via a shortwave radio. This type of communication is reminiscent of the way Office of Strategic Services agents and resistance forces operated in World War II.

Recruited by the Cubans during college, Montes accepted no payment or any tangible reward from Havana, except $500 that she used to acquire the transmission equipment. The author highlights that Montes' efforts compromised American classified programs not only with the Cubans, but whatever Montes shared with Havana was likely passed on to North Korea, Venezuela, Iran and other regimes hostile to the United States.

The book ends with some reflections on Montes' family life and factors that led her to her 16-year career of treason. Those interested in counterintelligence, Cuban affairs or who simply enjoy a real-life story of espionage will enjoy Carmichael's book. However, readers who are completely unfamiliar with the Montes espionage case may be frustrated, as it is only at the end of the book that you learn what Carmichael believes are her motives — ideology and ego.

The book is also a lesson not to underestimate smaller nations and their veracity to collect intelligence on the United States. Carmichael exhibits respect for Cuban intelligence for their ability to handle Montes for 16 years, making her among the longest serving spies against the U.S.

The tale, above all, emphasizes what we in DIA learn from the moment we are hired — that counterintelligence is everyone's business.

Editor's note: LCDR Aboul-Enein is a Middle East analyst with the Joint Intelligence Task Force for Combating Terrorism (JITF-CT). He wishes to thank the John T. Hughes Library for providing a great place to read and write this review.

Ana B. Montes
Directorate for
Foreign Intelligence

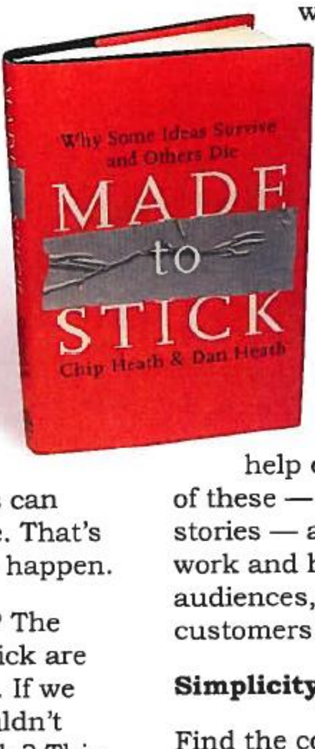
Ms. Montes distinguished herself by meritorious service as the Nicaraguan Military Capabilities Team Leader. As the premier Agency analyst for Nicaragua, she has been an essential contributor to various interagency working groups. mple of her outstanding performance was her very well received May the Nicaraguan head of state. Ms. Montes has accomplished manner, established an outstanding record of per- to improve the quantity and quality

Meritorious Civilian Service

Making Your Message STICK

By Adrian "Zeke" Wolfberg, CS

This month's book review is on "Made to Stick" by brothers Chip and Dan Heath published in 2007. Chip Heath is a professor at the Stanford Graduate School of Business and Dan Heath is a former researcher at the Harvard Business School. They wrote this book to address an important aspect of communication in an organization: why some statements we make or write are understood and remembered and have a lasting impact — ideas that stick — while other statements are ignored or not remembered for long.



As an example, we all know that urban legends and rumors spread like wildfire — they stick — yet the truth sometimes can barely move to a wider audience. That's the opposite of what we want to happen.

Why should we care about this? The Heaths assert that ideas that stick are the ones that make a difference. If we want to make a difference, shouldn't we communicate them so they do? This book focuses on the characteristics of communication that make important ideas stick.

This "stickiness" dilemma is profoundly relevant to the intelligence community (IC). At its root is the challenge of how well we know the person we want to convey information to and how we structure what we say to achieve the understanding we want. One of the most profound lessons I got from the book was what the Heaths call the "curse of knowledge." This curse of knowledge is that once we know something, it's hard to imagine what it is like not knowing it. We can't imagine that someone does not know what we know, yet we often talk and write as if they do. That's the curse. How many times have you seen a briefing or read a paper and seen this curse in action? How many times have you been the culprit?

"Made to Stick" is about overcoming the curse of knowledge. The authors argue that the curse is a very natural tendency that prevents ideas from sticking. They outline six traits that can help ensure that ideas stick. Three of these — simplicity, concreteness and stories — are very relevant to intelligence work and how we deliver content to audiences, whether to peers within DIA or customers outside of the agency.

Simplicity

Find the core of the idea. State it simply and profoundly in few words. However, this is easier said than done. What about complex topics? Build or layer simple ideas upon each other using concepts or ideas that people can understand. The Heaths point out that simplicity is not about dumbing-down; rather it's about elegance and prioritization.

Concreteness

We often use language that is abstract because of the systems we study, but life

is not abstract. Ideas are concrete if we can experience them with our senses. According to the book, an example of concreteness would be saying a V-8 engine rather than high performance. People relate to the common aspects of our life and what others experience in their life.

Stories

The authors value the use of stories because they contain wisdom, and therefore are effective learning tools for the audience. They suggest we use one of the three types of highly effective stories: where obstacles are overcome; where help is provided to those in distress; and where someone makes a breakthrough.

Getting an idea to stick involves getting others to pay attention, having them understand and remember the idea, having them believe in what is being said, ensuring they care about what we have to say, and having an idea that others can actually act upon.

What did I learn from reading this book? The Heaths convinced me that knowledge is social; that knowledge must get outside of our head and into the heads of others to stick and become effective. I think we need to factor in the role of communication in everything we do from the start and not just at the point of delivery. It's a different way of looking at achieving outcomes, but I think it's the path to the future for the IC.

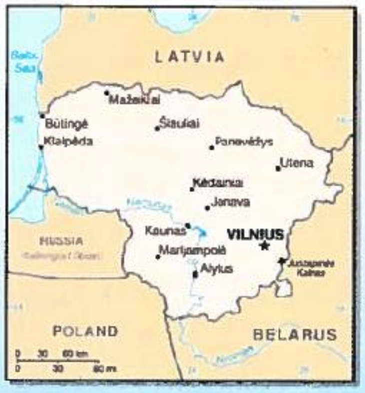
The Knowledge Lab purchased 30 copies of "Made to Stick" and is providing them to DIA employees. If you are interested in receiving a copy, please contact Zeke Wolfberg at (202) 231-6449.

Post of the Month:
U.S. Defense Attaché Office VILNIUS

By the Directorate for Human Intelligence, DH

Post Highlights:

Lithuania, situated on the coast of the Baltic Sea between Poland and Latvia, has a long and proud history. In the late 14th century, the Grand Duchy of Lithuania encompassed territory from the Baltic to the Black Seas. Independent between the two World Wars, Lithuania was annexed by the Soviet Union in 1940 — an action never recognized by the U.S. Independent again since 1990, Lithuania is a fascinating and dynamic place. From the cosmopolitan capital of Vilnius to the bustling seaport of Klaipeda, and hundreds of small towns and villages in between, Lithuania is a land of great natural beauty, rich cultural traditions, and friendly and hospitable citizens.



Host Country Highlights:

Emerging from decades of Soviet occupation, Lithuania today is a stalwart member of NATO and the European Union. Its location in northeastern Europe places the country on the frontier

of these two organizations as it works to expand its free-market economy and further develop Western-style democratic institutions. Although a new member of the alliance, Lithuania moved quickly to be an active and contributing member of NATO and a reliable defense partner with the United States. Lithuanian soldiers serve shoulder-to-shoulder with American troops and coalition partners in Iraq and Kosovo, and, since 2005, Lithuania leads a Provincial Reconstruction Team in Ghor Province, Afghanistan. Additionally, Lithuania seeks to provide special capabilities, such as water purification, naval counter mine warfare and special operations forces to meet the operational requirements of the NATO Response Force. In many ways, Lithuania punches beyond its weight in terms of the impact this small country has made in the Global War on Terror.

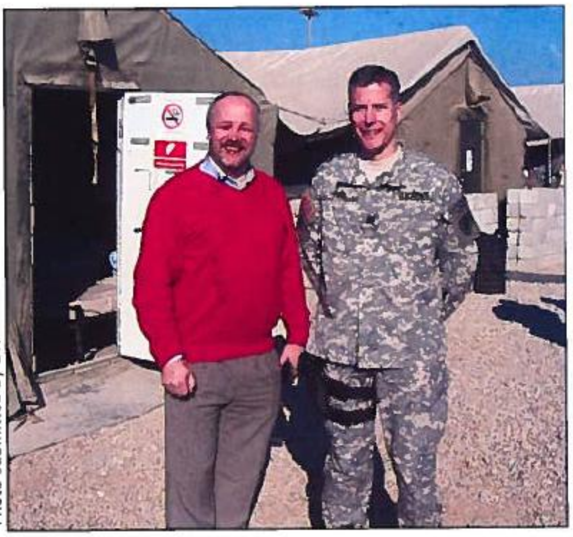


Photo submitted by DH

Defense Attaché LTC Joe King, right, with Lithuanian Minister of National Defense Juozas Olekas in Basrah, Iraq.

Operational Highlights:

The U.S. Defense Attaché Office (USDAO) in Vilnius works closely with the Lithuanian Ministry of Defense and armed forces to facilitate the effective interaction of U.S. forces deployed in places like Iraq and Afghanistan. In synchronization with the Office of Defense Cooperation, the USDAO also ensures that U.S. security assistance efforts are in tune with policy goals and enhance the deployability, interoperability and sustainability of the Lithuanian military to effectively contribute to NATO. Vilnius has become an important place to visit for many high-level military and civilian officials from the Department of Defense, U.S. European Command, and other agencies — all hosted and supported by the USDAO. In his efforts to maintain Lithuania's active support in the Global War on Terror, the defense attaché traveled to Afghanistan with the president of Lithuania in 2005 and recently returned from a trip to Iraq with the Lithuanian defense minister. USDAO Vilnius continues to work as a vital part of the U.S. Embassy team to represent the senior leadership of the Department of Defense to U.S. allies in Lithuania.

Location: Vilnius, Lithuania

Population Size: 3,585,906

Primary Language: Lithuanian — Official languages: Lithuanian, Russian and Polish

Basic Greeting: Laba Diena — Good Day/Hello

EAP Health Walk

Join the Directorate for Human Capital Employee and Family Support Division (HCH-EAP) at the EAP Health Walk to kick off the new DIA Civilian Fitness Program on Wednesday, May 30, from 11:30 a.m. to 12:30 p.m. at the DIAC J-link. Free pedometers will be passed out to the first 50 people who finish the walk. The rain date for this event has been set for Wednesday, June 6. For more information please call (202) 231-2797 or (202) 231-8733.

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The WORLD Comes to DIA's Doorstep

By Laurie G. Streeter, DI

Imagine having an Iraqi-born physician research the state of black-market medicine in Baghdad, or a former Al-Jazeera correspondent report on the relationship between militant Islam and the media. Thirty-two DIA analysts have chosen to take advantage of such opportunities this spring. These analysts are serving as research advisers for the English for Heritage Language Speakers (EHLS) Program at Georgetown University and the University of Washington. The analysts' reward is not just a paper and a symposium presentation on their chosen topic, but research accomplished by scholars who use native foreign language capabilities and offer a different worldview.

Jim Noone welcomes the Georgetown EHLS class during their Feb. 23 visit to the DIAC.

Jim Noone, chief of the new Directorate for Analysis Defense Intelligence Open Source Program Office (DI/DIOSPO), opened the door for this unique relationship between DIA and the universities. Intrigued by an unsolicited Georgetown invitation for free research conducted on behalf of DIA, he had his Military Infrastructure Office (MIO) staff meet with representatives from Georgetown while he was stationed in Qatar. Noone returned in time to attend the final symposium for research topic presentations at the close of the 2006 pilot EHLS Program.

"I was blown away by the quality of the presentations at the symposium," said Noone. "One student had a Ph.D. in physics from a Russian university, but had been working as a carpenter's assistant in the U.S. because he lacked fluency in English. While at Georgetown he had conducted open source research in Russian and English and he proceeded to detail the unclassified evidence of the Iranian nuclear weapons program. His expertise in physics became quickly apparent when he masterfully handled a Q&A session. Another scholar was born in South Korea of Chinese and Japanese parents. He conducted his undergraduate studies in Paris — in French — and his master's degree in Italy in — Italian. His advanced degree is in economics and he's striving to make English his sixth fluent tongue. Some of the scholars had moved up a full point on the ELPT [English Language Proficiency Test] and the OPI [Oral Proficiency Interview] during the course of the program. Needless to say, I was impressed and we set out to integrate DIA into the research aspect of the program."

EHLS is a National Security Education Program that seeks to enable naturalized U.S. citizens to develop their English skills for professional careers in the federal government. DIA now fits into the picture through the research projects, which are a critical part of the program's curriculum. In late 2006, on the heels of the EHLS pilot program, DIA analysts submitted research proposals to Georgetown and the newly-participating University of Washington for the 2007 EHLS Program. The topics served in part to guide selection of participants in the program this year. The result is a symbiotic arrangement where the universities receive relevant topics for

their scholars to research and DIA encourages the schools to admit scholars that have academic, experiential and cultural strengths pertinent to U.S. security needs.

Between the two participating universities, the 2007 EHLS classes include scholars with Arabic, Chinese, Urdu, Dari, Russian and Korean language capabilities, along with a wide array of academic and experiential backgrounds. This year's classes have economists, authors, a medical doctor, a nurse, a microbiologist and professionals in many other areas.

The EHLS Georgetown University scholars visited the DIAC Feb. 23. Their busy day included welcomes from Noone and Eric Hammersen, DIA's senior language authority; meetings with their analyst research advisers; an excellent presentation from Maureen Davis, a Directorate for Human Capital (HC) recruitment officer; and a luncheon with DIA Foreign Language Dialogue Group representatives.

Through the luncheon, the relationship between the scholars and DIA extended into opportunities for foreign language enhancement. The Chinese Dialogue Group, for example, is planning to invite Chinese speaking members of the local Georgetown class to visit some of their weekly sessions. The scholars will spend five to 10 minutes discussing their project, in Chinese, then begin a dialogue with the DIA attendees. This type of interaction will not only develop relationships and exercise the technical listening and speaking skills of the DIA group, but also infuse Chinese perspectives into our analytic thinking.

Photos by CPT Josh I. Cover, DI

The Georgetown University EHLS Class of 2007 during the official kick-off of the open source research project with DIA.

As the intelligence community expands its focus to address national and combatant-level concerns across the globe, the EHLS Program is moving us toward a truer perspective in this bigger world view. After being sworn in as the new director of national intelligence, Mike McConnell stressed the importance of better using the richness of America's cultural and linguistic diversity in foreign intelligence analysis — the EHLS Program is a huge step in that direction. DIA's DI, HC and the security professionals in the Directorate for Mission Services (DA) are currently investigating other innovative methods for tapping into America's heritage language expertise.

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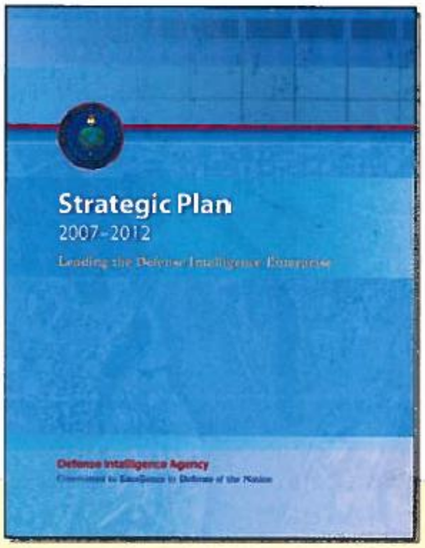
UPDATED Plan Reflects Agency EVOLUTION

By the Strategic Planning Group, CS

DIA and the defense intelligence community are in a period of extraordinary change. In the past couple of years, we have witnessed the passage of the Intelligence Reform and Terrorism Prevention Act; the release and update of the White House National Security Strategy; the release of the Department of Defense National Defense Strategy and Quadrennial Defense Review (QDR); the

formation of the Office of the Director of National Intelligence; and the release and implementation of the National Intelligence Strategy (NIS).

The culmination of these developments results in new priorities that affect all aspects of the work of defense intelligence and DIA. To meet these new requirements, LTG Michael Maples, director of DIA, asked the Office of the Chief of Staff (CS) to update the DIA Strategic Plan. The updated version reflects an emphasis on supporting defense operations in the Global War on Terror, creating a defense intelligence enterprise though integration of capabilities, and serving as the critical link between national and defense priorities.


Strategic Plan
2007–2012
Leading the Defense Intelligence Enterprise
Defense Intelligence Agency
Committed to Excellence in Defense of the Nation

"The updated DIA Strategic Plan represents the continued rapid evolution of DIA. Given the external factors at work, it made sense to reassess our plan at this point. It was important to ensure that DIA's strategy be tightly woven to the NIS and USD(I) [undersecretary of defense for intelligence] guidance for two reasons. First, these are key stakeholders and their documents serve as important guidance. Second, defending intelligence budgets in the future will require demonstrating such linkage at the detailed level," said Letitia "Tish" Long, deputy director of DIA.

THE UPDATED DIA GOALS:

Enhance Mission Management

Goal 1: Transform the defense intelligence enterprise.

Goal 2: Achieve next generation collection capabilities.

Goal 3: Produce the right intelligence for the right customer at the right time.

Goal 4: Create a knowledge-based culture.

Enhance Enterprise Management

Goal 5: Attract, develop and retain a results-focused work force.

Goal 6: Provide superior resource and organization management.

Goal 7: Sustain a culture of continuous improvement.

Goal 8: Provide the optimal work environment.

The updated strategic plan also reflects DIA's effort to work more closely with the combatant commands, through the implementation of the joint intelligence operations centers (JIOCs) at the national and theater levels. The linkage with the combatant commands was a key tenant of the QDR, which establishes them as a central node in the defense network. In addition, the plan seeks to increase DIA's human and measurement and signature intelligence capabilities, and develop more extensive partnerships with foreign and U.S. intelligence assets.

The updated goals in the strategic plan are grouped into two sections. Section I, Enhance Mission Management, focuses on initiatives including intelligence campaign planning, collection and counterintelligence, and analysis development. Section II, Enhance Enterprise Management, focuses on elements including shaping the work force, fair employment practices, leadership development, acquisition planning, financial management, communications, and providing a safe and modern work environment.

"This is obviously a period of great change for DIA, but I believe the outcome will be highly positive for the agency," said Long. "The creation of the JIOCs is an important development for DIA. It establishes a closer link with the combatant commands and moves the agency toward truly global distributed capabilities. The JIOCs also allow us to better pursue our goal of delivering more tailored and timely information. Any increase in timeliness and usability raises the value of intelligence in the Global War on Terror."

The current strategic plan represents a team effort by the agency's directorates. After carefully reviewing the director's priorities, and the external guidance documents, the directorates developed and refined the initiatives necessary to implement the plan's goals effectively. The team worked to ensure all aspects of DIA's mission and management were reflected at a high level. "It was important to us that everyone at DIA be able see themselves as connected to this plan and therefore the future of the agency," said Long.

The DIA Strategic Plan has been distributed in hard copy to all members of the work force, including DIA's alternate sites and field locations. The document is also available on both DIA's public Web site and the Internal Communications Web site.

Arming the Warfighter THROUGH EXPLOITATION

By Roy I. Apseloff, DH

Gaining timely intelligence about enemy planning and operations is critical to the warfighters' efforts to target and defeat our adversaries. Never in the history of asymmetrical warfare, which involves strategies and tactics outside of conventional fighting, has actionable intelligence been so important than in our work to identify, capture and decisively defeat Islamic extremists and their operations around the world. The men and women of the National Media Exploitation Center (NMEC) are dedicated to ensure that our troops who face this insidious enemy are armed with as much advanced intelligence as possible.

At the start of the Global War on Terror, document and media exploitation (DOMEX) centers were established in Central Asia and the Middle East — from a humble start-up center in Uzbekistan, to the high-tech Combined Media Processing Center (CMPC) and Joint Document Exploitation Centers (JDECs) operating today in Afghanistan, Iraq and Qatar. These centers house several hundred NMEC personnel who handle the collection and exploitation of hundreds of thousands of captured enemy documents and media.

While the term "DOMEX" is new, the concept is not. Our nation has captured and exploited enemy documents in every conflict dating back to the American Revolution. At that time the process was relatively simple, because the need for wartime intelligence ended at the conclusion of the conflict. Today, the forms of communication are as complicated as they are plentiful and the battlefield is not one nation or state. It is an enemy on a global scale, operating in dozens of countries throughout the world. The Global War on Terror has no foreseeable end; it is a war we will continue to fight in the decades ahead.

Since 2003, NMEC has led the charge to provide rapid DOMEX support for the intelligence community and the warfighter. Getting the right intelligence to the warfighter at the right time is paramount to our mission, and the key to success is preparation and training. NMEC has trained and deployed hundreds of intelligence personnel, forensic experts and linguists supporting our JDECs throughout the region. Thanks to an exemplary training program, these men and women were able to hit the ground running, and move into their jobs

Photo by Melinda Edwards, DH

NMEC computer forensics analysts Tara Johnson and Mike Hefner study contents of a captured computer hard drive.

with little to no ramp-up time.

The cornerstone of NMEC's success in enabling such seamless transitions lies in the ideal balance between classroom instruction and hands-on training. Prior to deployment, NMEC personnel undergo a comprehensive five-day DOMEX training program, where they learn the tools of their trade — to include handling, screening, translation, digitization, reporting and forensics analysis of all types of enemy documents and media. Through numerous exercise scenarios, they are also exposed to every mode of enemy communication — from simple pocket litter or personal letters, to training manuals and videos, computer hard drives, zip files, micro drives, media cards, Global Positioning System devices, cell phones, videos, and DVDs.

Before they board a plane to head east, these newly minted DOMEX experts will not only understand how to quickly triage and evaluate enemy intelligence, they will also have the skill sets needed to ensure actionable intelligence is rapidly fed to our men and women on the front lines. The words of a battle-seasoned Marine Corps officer said it all, when he recently wrote, "We're getting some amazing stuff out here in terms of DOMEX items ... it's the type of documents you are finding that are putting the missing pieces together, giving us a better idea of where they [al-Qaida in Iraq] are storing stuff, where they meet, train and live."

This is what our business is all about, and we are proud to serve our nation's heroes as they fight for the freedom of the Iraqi people, and the preservation of freedom around the world. In our opinion, there can be no higher calling.

DIA's Dynamic Past and EXCITING FUTURE

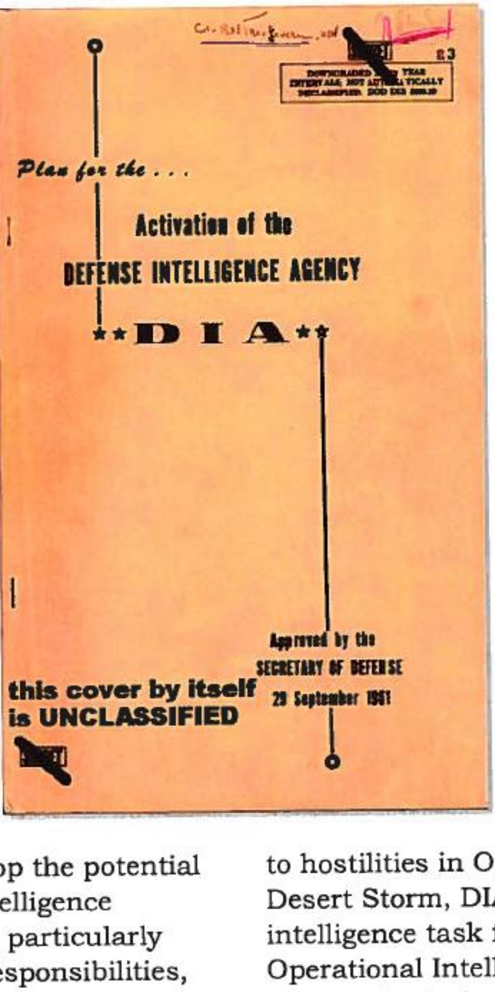
By Dr. Michael B. Petersen, DA

Though DIA's success has never been guaranteed, the agency's history shows that the concept of a unified DIA is a sound one, and that its work has been a major benefit to U.S. national security efforts. For nearly five decades, the agency has withstood foreign and domestic crises, while developing into a robust institution capable of providing a variety of needs for intelligence customers.

The concept of a Defense Intelligence Agency experienced a gradual development between 1945 and 1961. During this period, several independent boards recommended creating a unified military intelligence agency to address

issues in intelligence production and management. The effort languished until Robert McNamara became secretary of defense under President John F. Kennedy. DIA's formal establishment in the summer of 1961 came in part because of McNamara's goal to streamline Pentagon operations.

DIA began operations Oct. 1, 1961. In its first decade, the untried organization immediately faced two of the defining events of the Cold War: the Cuban Missile Crisis and the Vietnam War. On one hand, decision-makers lauded DIA's assistance during the Cuban Missile Crisis, but on the other hand, the Vietnam War dramatically overstretched the agency's resources. At the war's peak, the young agency wrestled with its organizational identity, while struggling with a mounting backlog in production.



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Plan for the . . .

Activation of the

DEFENSE INTELLIGENCE AGENCY

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Approved by the SECRETARY OF DEFENSE 29 September 1961

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The 1970s were growth years for DIA, as it underwent transformations to develop the potential of the unified defense intelligence concept. Multiple issues, particularly the immensity of DIA's responsibilities, pressure from intelligence consumers and the services, and the incomplete managerial control over defense intelligence resources, raised difficult questions about the agency's viability — especially during the Vietnam War. The unfavorable attention of Congress, as a result of intelligence scandals in the 1960s and '70s, fueled criticism. While critics focused mainly on CIA, some recommended that DIA be eliminated, preferring to have the armed services re-assume intelligence responsibilities. Policymakers in the Nixon, Ford and Carter administrations, however, agreed on the necessity of a unified defense intelligence establishment.

DIA made important strides in the 1980s after policymakers called on the agency to respond with more estimative products to increased Cold War tensions with the Soviet Union. Technological, collection and managerial capabilities improved immensely, making it possible to fill intelligence needs of both military commanders and national-level decision-makers. At the end of the decade, Operation Just Cause, the American invasion of Panama, showed that with careful planning, DIA could provide significant intelligence that dramatically shaped an operational environment.

DIA's maturation paid major dividends in the 1990s. First, in the 1990 build up to hostilities in Operation Desert Shield/ Desert Storm, DIA surged to activate an intelligence task force and expand its Operational Intelligence Crisis Center. The agency also helped create the Department of Defense Joint Intelligence Center to provide a single, integrated defense intelligence product to commanders in theater. Importantly, DIA established a new level of forward deployment, as intelligence teams spread out in theater and to U.S. Central Command to tailor intelligence support to coalition forces in Iraq. As a result of these changes, coalition forces had an unprecedented knowledge of Iraqi dispositions, which

contributed to the overwhelming coalition victory.

The collapse of the Soviet Union and the end of the Cold War in 1991 presented DIA with a new and different set of challenges. While it underwent substantial "peace dividend" resource reductions, the agency also increased the pace and scope of contingency operations. It deployed National Intelligence Support Teams for contingency operations in far flung locations such as Northern Iraq, Turkey, Italy, Saudi Arabia, Kenya, Somalia, South Korea, Sudan and Yemen. Technology improvements, including JWICS and the Joint Deployable Intelligence Support System, came online in 1992. These systems provided secure, high-speed, multimedia transmission of intelligence information that improved interoperability and enabled more efficient resource exploitation.

The 21st century is witnessing the most radical transformation of DIA since its inception. The DOD effort to "transform" the military so it is better equipped to meet the challenges of the post-Cold War world was made more urgent by the Sept. 11 terrorist attacks. DIA lends analytic support to the Global War on Terror (GWOT) through new organizations, such as the Joint Intelligence Task Force for Combating Terrorism (JITF-CT), the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR), and the Defense Joint Intelligence Operations Center (DJIOC). Forward deployment of DIA personnel is a greater priority as operations in Afghanistan, Iraq and other hot spots demand greater analytical support. Today, DIA has more than 11,000 civilian and military employees around the world.

In the final analysis, the long effort to streamline defense intelligence operations has been a success. While global events shaped the agency during the last five decades, DIA has helped shape and resolve many events. Today, ever-shifting demands of the GWOT require an agency that continues to be agile and rapidly adjust to new, unforeseen threats.

Maintain Language Skills with 'DIALOGUE'

By Paul S. Cianciolo, CP

Amy Campbell, DI, is the coordinator for the Russian Dialogue Group. The group usually has about a dozen people attend the informal, weekly meeting.

Speaking a foreign language is a skill easily lost when not used. The Dialogue: Foreign Language Groups promote foreign language proficiency by providing an outlet for DIA employees to practice their skills with each other in a relaxed environment. The dialogue groups were started in August 2005 by the Leading Employees to Achievement and Progress (LEAP) organization to help provide foreign language learning opportunities for the work force. At that time, only Arabic and Spanish groups were established.

Today, DIA boasts 15 dialogue groups in Arabic, Chinese (Mandarin), Farsi (Persian), French, German, Hebrew, Hindi/Urdu, Italian, Japanese, Korean, Portuguese, Russian, Spanish, Turkish and Vietnamese. Each group is self-managed by dedicated volunteers.

Strong language skills are essential to DIA's mission. These skills can be difficult to obtain and even more difficult to maintain. The dialogue groups are a no-cost, low-pressure opportunity for employees to practice their languages. They are open to people — military and civilian — of all skill levels. The larger groups usually meet weekly in a conference room, while the smaller groups meet less frequently for lunch or coffee. Activities may include discussing current events, reading foreign literature, or watching films or news broadcasts. Some groups have also taken trips outside the DIAC. The Hindi/Urdu group met with counterparts at the National Security Agency and the French group has attended local cultural events after hours.

Photos by Paul S. Cianciolo, CP

Albert Van den Bogaard, left, an issue and collection manager trainee with DHO-1, shows pictures from his involvement with Schlaraffia Washingtonia — a D.C. area international German group — to Tim Charistenson, right, NDIC faculty member.

"This is a great opportunity for people who have any language skills because those skills are perishable," said Amy Campbell, the Russian Dialogue Group coordinator.

Another incentive for civilian employees is the agency's Foreign Language Proficiency Pay (FLPP) Program. The Defense Language Institute recently changed its language proficiency test to include a speaking component — the Oral Proficiency Interview. Participating in a dialogue group can help improve speaking skills in preparation for the test. FLPP has the potential to pay civilian employees up to an extra $500 per pay period for critical language proficiency and up to an extra $300 per pay period for non-critical language proficiency.

Dialogue: Foreign Language Groups are always looking for new members and volunteers to help lead discussions. It is a way to meet new people and expand current language skills. More information and a list of group coordinators can be found on the LEAP Web site on JWICS at *http://diateams.ne.dodiis.ic.gov/leap/default.aspx*.

DIA'S 15 DIALOGUE GROUPS

Arabic
Chinese (Mandarin)
Farsi (Persian)
French
German
Hebrew
Hindi/Urdu
Italian
Japanese
Korean
Portuguese
Russian
Spanish
Turkish
Vietnamese

DISAP: Training Analysts from CRADLE to GRAVE

By Joyce A. Handley, DI

DIA's Directorate for Analysis (DI) is unveiling its comprehensive Defense Intelligence Strategic Analysis Program (DISAP), which is a road map for developing and maintaining analytic capabilities from the time an analyst enters DIA through retirement.

Analytic tradecraft ultimately requires a unique set of skills not normally a part of traditional educational environments. Skills in critical thinking, analysis of alternatives, structured analytic techniques and subject matter expertise make up the analyst's toolbox. Ultimately, DISAP is a cradle-to-grave training program that provides the analytic foundation for DIA analysts, ensuring their ability to meet the challenges they will face throughout their careers, while allowing them to pass their knowledge to the next generation of analysts.

The DI Headquarters Research Director Office (DI-RD) and the Joint Military Intelligence Training Center (JMITC) collaboratively developed DISAP as a comprehensive, career-spanning core analyst training program based on rigorous, interactive, experiential training in progressively sophisticated analytic methodologies techniques. The program fosters continuous learning and analytic professionalism.

DISAP includes required training at entry, mid and senior levels. It provides career development benchmarks for analysts to meet functional requirements as they advance in their careers. The training at each DISAP level provides analytic skills directly related to competencies required of analysts at developmental, intermediate and expert levels.

New analysts get a common framework for analysis upon which to build a career. Midlevel analysts get the opportunity to stretch and hone those capabilities to fit their specific analytic needs. Senior analysts have the opportunity to develop skills needed to move the profession forward and convey their expertise to the work force.

DISAP I

New analysts at GG-12/O-3 grade and below complete the Tomorrow's Intelligence Professionals (TIP) Program before entering into DISAP I, which currently includes the Groundwork for Analysis Program (GAP) and Fundamentals of Intelligence Analysis (FIA) training. DISAP I should be the first analytic training completed, and DI policy requires DISAP I completion before a new analyst assumes any analytic responsibilities, including a watch desk position.

GAP is currently several weeks of self-paced course work, but it will soon be condensed into a full-time, two-week period. Required elements include online training — the Open Source Intelligence System, Intelink, Indications and Warning Portal, etc. — a critical thinking seminar

and the development of a research question specific to the student's job.

Once GAP is completed, analysts begin FIA. This four-week, classroom seminar focuses students on integrating critical thinking with structured analytic techniques through practical exercises and real-world case studies. Throughout FIA, analysts apply what they are learning to develop their research and analysis proposal to address their research question.

Analysts completing DISAP I return to their work centers and begin specialized training related to their area of expertise. This training is specific to their respective office and may include topics like: electric power, military industry, fuels, underground facilities, counterterrorism, counternarcotics, human factors, order of battle, etc. In addition, the analyst's supervisor can require initial professional development training in such areas as military familiarization, measurement and signature intelligence, collection management, and region-specific courses.

DISAP II

New analysts entering DIA at GG-13/O-4 and above will attend DIA 101 before reporting to their office. These analysts, and all other DI analysts not going through DISAP I, are required to complete the Critical Thinking and Structured Analysis (CTSA) course. The plan is to enroll analysts in the first available CTSA session following their DIA 101 class. CTSA is a prerequisite for several DISAP II courses.

Both DISAP I and CTSA train analysts to think analytically by integrating critical thinking with basic structured analysis techniques to mitigate bias and mindset — the primary cause of most U.S. intelligence failures throughout the past 50 years. Graduates of either DISAP I or CTSA learn the same techniques and methodologies, allowing them to work together efficiently. To learn more about CTSA, please refer to the article on Page 32 of the March/April Communiqué.

DISAP II seeks to expand analysts' abilities by focusing on their area of expertise. GG-13/O-4 and above analysts with previous intelligence experience and at least a year's experience at DIA can start the DISAP II Advanced Intelligence

DISAP II CORE COURSES

Advanced Critical Thinking*
Advanced Briefing
Advanced Writing
Best Practices in Community Collaboration

** Completion of DISAP I or CTSA required.*

DISAP II PROPOSED ELECTIVE COURSES

Advanced Analysis of Competing Hypotheses**
Advanced Casual Loop**
Advanced Collection Strategies
Advanced Counterterrorism Analysis
Advanced Denial and Deception Workshop
Advanced Economic Analysis
Advanced National Security Strategies
Advanced Political Analysis
Advanced Research
Advanced Science, Technology and Weapon Analysis
Advanced Terrorism Analysis
Analyzing Problems Through Strategic Sensemaking
Applied Statistical Analysis
Argument Evaluation
Assessing Media Environments
Best Practices in PDB Writing
Financial Intelligence Seminar
Hidden Universes of the Internet
Informal Substantive Team Leadership
Media Analysis
Structured Analysis of Competing Hypotheses**
Intermediate GIS for Analysts
Warning Tools, Tradecraft and Practice

*** Completion of DISAP I FIA or CTSA required.*

DISAP II SUBSTANTIVE ELECTIVE COURSES

Analysts may count no more than one of the following courses for elective credit.

Advanced Topics in Biological Warfare
African Realities
Computer Network Threats
Environmental Fallout in the Former Soviet Union
Latin America: Chavez, Castro and the Future
Northeast Asian Trends: Cooperation, Contestation, and Conflict
Realities of China
Realities of Iran
Realities of North Korea
Realities of Russia
Realities of the Middle East
South Asia

Analysis Program. Analysts without previous intelligence analysis work are required to have four years worth of experience prior to starting DISAP II.

DISAP II is a midlevel program composed of four mandatory core courses and five elective courses. DISAP II participants should complete the nine courses within three years of beginning the training. In addition, analysts who complete DISAP II will receive credit for the Intelligence Community Advanced Analysis Program.

To best meet the needs of the work force, all DIA analysts under the grade of GG-15 had the opportunity to respond to an online survey on the proposed DISAP II elective courses. The results of the survey will be available for all to see on the DI Analytical Development Web page, *http://diateams.ne.dodiis.ic.gov/sites/DI/tradecraft/default.aspx*, in May.

DISAP III

Senior GG-14s/O-6s and above with a minimum of 10 years of experience in the IC are eligible for the DISAP III Senior Intelligence Analysis (SIA) Program. This training focuses on topics that maximize the senior substantive expert's ability to give back to the intelligence profession. Training will use courses that help senior analysts develop their ability to improve analytic methodologies and structured techniques, to include recognizing and adapting methods and technologies from a completely different discipline — such as business or medicine — to their area of intelligence analysis.

Training to become an adjunct instructor with JMITC is an option, allowing senior experts to communicate their experience, lessons learned and knowledge to new analysts. The SIA training will provide senior experts with the opportunity to attain a high degree of job satisfaction.

Creating a common analytic culture at DIA, founded on critical thinking and structured analysis, is the first step in preventing past failures and promoting future intelligence success. The necessity of changing how analysts are prepared to begin their duties and the need to continue improving analysts' abilities over an extended career are clear. The DISAP is DI's response to meet this requirement.

FE's COMPREHENSIVE Training Approach

By Liliya Levina and the Financial Business Solutions Office, FE

DIA offers a diverse array of training opportunities for its employees, and DIA's Office of the Chief Financial Executive (FE) is following the agency's lead by developing a comprehensive training program for FE employees that will feature both classroom training and personal coaching. FE has long provided its personnel a variety of ways to obtain job-relevant training. With a multitude of financial systems and federal regulations to learn, such training has helped keep employees up-to-date and performing efficiently. As part of a continuing effort to improve FE's employee processes, the entire training structure is being expanded and reorganized. When the program is fully implemented, FE employees at all levels will receive a broader, streamlined training experience.

The need for a comprehensive training program became evident as a result of three primary factors. First, an updated training approach was necessary to comply with agency regulations regarding

the development of Mission R3, a competency model created to improve the recruitment, retention and development of DIA's work force to ensure mission success. The regulations require specific training plans for each directorate, with a clear relationship between the training and the core competencies pursued agency-wide. Second, the realignment of combatant command billets into DIA required that these new employees be quickly trained about DIA policies and procedures. And third, a new financial system called the Financial Management Solution/Financial Accounting and Corporate Tracking System (FMS/FACTS) will be online starting with fiscal year 2008. The FMS/FACTS implementation will require DIA financial personnel to use a new system and its accompanying business processes to accomplish work.

Responding to these three drivers, the Financial Business Solutions Office (FE-4) has developed a multifaceted and extensive training program. The Integrated Financial Overview Training (IFOT) is designed to equip the DIA work force, including contractors, with the knowledge needed to complete their work effectively and in compliance with federal regulations, policies and guidelines. Providing an overview of DIA's mission, business processes and systems specific to acquisition, logistics and accounting/finance, IFOT material also discusses appropriations law and federal accounting. IFOT is currently being delivered to the combatant commands, and will later be made available to the DIA work force at large. In addition, FMS/FACTS classroom training and performance support materials will be delivered to end users in June and October, corresponding with FMS/FACTS releases 1.0 and 1.2.

A complement to the IFOT and FMS/FACTS training, the Knowledge Lab's new Accelerated Learning Project rounds out the current FE training strategy. The Knowledge Lab project is a way to take FE training beyond the classroom curriculum, and focus on improving the acquisition of knowledge necessary to best complete daily employee tasks. The program is awaiting final approval, but will consist of several parts. First, volunteer coaches — employees with three to five years experience in FE — will brainstorm a list of topics they wish they had known about when starting with FE, and determine the best ways to present them to new employees. Incoming FE personnel will meet with the coaches individually and collectively to grasp these essential, job relevant skills and ideas. Depending on the type of information being shared, the coaches might discuss topics with employees, or work with them on a long-term, detailed project. All participants involved will expand their base of knowledge, as well as build their personal and professional networks.

With the roll out of this comprehensive training program, FE employees will be given the opportunity to acquire the skills necessary to be highly successful in their jobs. The varied training methods will address different learning approaches, providing a means for staff to learn in their own style. Together, FE-4 and the Accelerated Learning Project comprise a new training experience — one that is sure to benefit DIA.

TIP 0703 — A DIVERSITY Crossroad

By Mike J. Wallace, HC

The Tomorrow's Intelligence Professionals (TIP) program has graduated 650 new DIA hires since February 2005. In aspiring to its goal of growing and developing a world-class orientation program that teaches new DIA employees about the intelligence community (IC), TIP also introduces networking to a diverse group of people representing almost every organization within DIA. Employees of varied job skills, foreign language capabilities, travel experiences, education levels, life experiences and cultures leave TIP fully aware of the agency mission, vision, core values and organizational culture. The diversity that they bring to the work force with this common foundation enriches DIA's position within the IC, making it a benchmark that others may follow.

Below is a speech given Feb. 9 by graduating TIP student Raymond C. Whitney III. His remarks are a cross section of TIP Class 0703 — a group that bonded during the six-week course and views itself as an example for continuing the drive for a diverse DIA.

"Good morning. Deputy Director Long, my fellow classmates from TIP 0703 and the representatives from our respective directorates. Our class sincerely appreciates you being here to share in our graduation. My name is Ray Whitney. I work in the Counterproliferation Global Threats Division. Over the course of the last six weeks, under the nurturing tutelage of Melanie Porterfield and the enforcing hand of Mike Wallace, we have made great strides toward the TIP goals of team building, interagency collaboration and networking. We've studied the ins and outs of the various intelligence disciplines and delved deep into our individual personality traits and studied our cognitive processes. We've traveled out to NSA [National Security Agency], Gettysburg, the National Spy Museum and got "lost" on the National Mall. Through it all we've had to rely on each other. We've built new relationships, learned to trust one another and were forced to confront our unique cultural, racial and social differences in order to meet the demands of a dynamic team.

"It is for this reason that I've chosen diversity of mind, body and spirit in DIA's work force as the topic of my speech this morning. In order to better illustrate my point, I am going to share a few biographical sketches with you.

"Chasen was born in June 1984 in Camden, New Jersey, with severe cerebral palsy. Early on, doctors informed his parents that he would be severely physically and mentally handicapped. Chasen's parents were told that he would never be able to lead a normal life and recommended institutionalizing him. Facing a tough decision, Chasen's parents decided that he would have better chances at home with his family. After 10 surgeries, being wheelchair-bound twice and forced to learn how to walk all over again twice, 20 years later Chasen graduated both high school and college with high honors.

"Nearly 10 years earlier, in September 1975, halfway across the globe, Helen was born behind the Iron Curtain in a small town outside of Warsaw, Poland. After the fall of the Berlin Wall, her family, seeking better opportunities, moved her to the United States. In 2002, Helen joined the U.S. Army Reserve and attended Officer Candidate School. Helen has since deployed with U.S. forces in Iraq and will soon deploy to Afghanistan.

"Jeff was born in New York in April 1976. Jeff's grandfather served in the Chinese National Air Force and fled to Taiwan with Jeff's dad in 1949 following the civil war. His dad moved to the United States in 1969 to attend graduate school on the way to becoming a Protestant minister. Jeff's mother also moved from Taiwan to the U.S., where she met Jeff's dad in New York. Today, his family lives in Massachusetts, where his father is an active Protestant minister.

"Sejal was born in Baton Rouge, Louisiana, in April 1980. Her family immigrated to the United States in 1975 from the Gujarat state in western India in order for her father, Bhupendra, to pursue a master's degree in mechanical engineering from the University of Alabama. Sajel's mother, Parul, earned a degree in economics from Christian College in Indore, and made a decision to raise her family in the United States instead of putting her degree to work. Today, now that her family is grown, Parul is an accountant with the Bank of America.

"As you may have noted by now, these are just some of the students of TIP class 0703. These are some of the newest members of DIA and the intelligence community. There are so many more stories like this in our class, and it would be easy to find a similar group in any microcosm of DIA. We represent five countries; we've lived, traveled and deployed to over 40 countries; and we

speak Dari, Dutch, Farsi, Gujarati, Hindi, Italian, Japanese, Mandarin and Spanish. We've worked for over 25 U.S. agencies and some are here fresh from corporate America. We are Buddhist, Christian, Jain, Jewish and Muslim. We have one of six nuclear engineers at DIA, a biologist who's worked on a cure for AIDS, a Ph.D. in microbiology and an African-American woman who earned a degree in engineering — a field historically not known for diversity.

"Fortunately — and much to the credit of forward-thinking senior leadership, an open-minded work force and classes like TIP — you can find an equally diverse group in any other handful of DIA personnel. But from our perspective, there's still work to be done in the intelligence community as a whole. We challenge our leadership to continue to blaze the trail of diversity and make DIA the paradigm for diversity for the rest of the intelligence community.

"To my peers: We all play a role in DIA's diverse makeup, from race to culture, physical handicap to religion. Regardless of how our predecessors worked together, or didn't, it's time to set aside our differences and transcend the limits of social boundaries imposed by those who came before us. They didn't have as much of a need to open their hearts and minds to diversity, and they didn't understand the global village the way that we must today.

"In summary, it's an exciting time to be an employee at DIA. We are witnessing, on a daily basis, the evolution of our work force and are on the horizon of developing an effective collaborative environment with the rest of the intelligence community. As we experienced in TIP, this level of diversity is a valuable asset. The key to success for tomorrow's work force, today's intelligence professionals and the intelligence community on the whole is reliant upon our ability to open the floodgates to diversity of mind, body and spirit.

"We'd like to thank Melanie Porterfield for her consummate professionalism over the course of the past six weeks. Her dedication to the mission, her candor and flexibility have earned her the respect of every student in TIP Class 0703. We'd also like to thank Mike Wallace and Alison Mahr for the behind-the-scenes support they have provided to Melanie and our class over the duration of this course.

"Our thanks again to you, Deputy Director Long, and to the many representatives from our respective divisions, for coming here today to support us. And to TIP Class 0703, based on what I've seen in TIP, I know that the future of DIA is in great hands. Good luck in all you do. Always remember that you are absolutely unique — just like everyone else."

Photo by Carlyle J. Broadnax, HC

Ray Whitney, TIP Class 0703 graduation speaker, receives his graduation certificate from Deputy Director Letitia "Tish" Long.

Language Training Translates into SUCCESS for Attachés

By Kathi D. Cradduck, HC

Our nation's ambassadors represent the president in foreign countries around the world. Few realize that in most embassies overseas, members of the Defense Attaché System (DAS) participate as key elements of the diplomatic team. Defense, Army, Marine, Navy, Air Force and Coast Guard attachés are accredited to more than 180 U.S. embassies. DIA has operated DAS for decades and has a formal training program that prepares both attachés and their spouses for their challenging assignment. One of the most crucial components of this program is language study.

Attachés are the military advisors to ambassadors. They represent the secretary of defense, chairman of the Joint Chiefs of Staff, combatant commanders, military services and the director of DIA to their foreign counterparts. Attachés observe and report on items of interest, coordinate bilateral military events and training, and they sometimes serve as the security assistance officer. In some countries, attachés are the only American military officers in the host nation. In others, they're the focal point of a long history of U.S. military cooperation with the country. No matter what the assignment is, a strong command of a country's language is essential to performing these functions efficiently and diplomatically. After all, an attaché cannot afford to understand 80

percent of what a foreign general or civilian defense official says.

Knowledge of the host nation language also opens doors. Host nation officials and attachés from other countries often don't speak English, and without a common language, interaction and understanding are difficult or impossible. Knowledge of a foreign language shows respect for the country's culture, which can forward U.S. relations while also breaking the stereotype of Americans as indifferent to other people. Proficiency in the local language also enables attachés to be in tune with the voice on the street — whether by listening to news on the radio or TV, interacting daily with locals, or working with members of the country's national security establishment. This type of interaction helps attachés provide invaluable advice to the U.S. ambassador's country team.

Photo submitted by DH

COL Russ Grimley, center, defense attaché in Yerevan, Armenia, welcomes Armenian troops returning from a deployment to Operation Iraqi Freedom.

MAJ Scott Fleeher, currently studying Greek for his upcoming assignment as the assistant Army attaché in Greece, found his knowledge of Croatian invaluable during a 2005 assignment to DAO Zagreb. He was dispatched to a Croatian military airfield after an American F-16 conducted an unannounced emergency landing. To further complicate the situation, one of the U.S. aircrew did not have identification. Thanks to his proficiency in Croatian, Fleeher was able to interact with local government officials and military officers to reduce tensions and resolve a potentially sensitive diplomatic situation. "I am certain that my knowledge of local dialect and slang was central to my ability to diffuse the situation and quickly build rapport with the Croatian officials," Fleeher said.

The Washington Office of the Defense Language Institute (DLI) has primary responsibility for providing language instruction to attachés. It coordinates foreign language training through a variety of vendors, including the State Department's Foreign Service Institute and commercial entities. In 2006, DLI-Washington provided training in nearly 50 different languages and dialects to approximately 400 DAS personnel, including active duty military personnel and their spouses. Attachés and spouses can take language classes before or after they attend DIA's Joint Military Attaché School (JMAS). DIA offers attaché spouses the opportunity to participate in both a spouse training program and foreign language training on a voluntary, space-available basis.

Some officers come to JMAS as experienced foreign area officers, and there are those that may have learned a language but require refresher training. Still, others may have no proficiency in any of the languages of the country where they'll serve. To the extent possible, language training is tailored to meet their individual needs. DLI-Washington has substantial flexibility in designing programs of instruction.

Attachés study full time, four to six hours a day plus homework, and spouses can study from six to 20 hours a week. Attachés and spouses can train separately or in the same class. When language studies must be segmented or curtailed due to external requirements, attachés can continue to enhance their proficiency by participating in language training once they report to the embassy.

Given how important it is for attachés to be able to utilize the language of the country in which they will be stationed, the goal of their foreign language program is to attain the highest level of proficiency within the time available.

To learn more, contact Kathi Cradduck, Directorate for Human Capital Foreign Language Management Office (HC-FL), at (202) 231-3174, or Keith Logan, JMAS, at (202) 231-6299.

POINT PARK University Visits DIA

By Larry S. Hiponia and Dr. Tara E. McNealy, MC

Twenty three undergraduate scholars and four faculty advisors from Point Park University, a private urban institution located in Pittsburgh, visited DIA and its National Defense Intelligence College (NDIC) March 30. The students are enrolled in the intelligence and national security curriculum within the University's School of Arts and Sciences. The visit was part of a collaborative effort by NDIC and the Directorate for Human Capital (HC) to present employment and educational opportunities to potential new hires. Point Park professor Gregory Rogers, director of the Intelligence and National Security Program, requested a visit to DIA in order to expand his students' educational experience and to "open their eyes to global career opportunities." Rogers hoped the experience would also provide the students an opportunity to understand DIA's mission and the national intelligence enterprise.

Larry Hiponia, director of NDIC's Center for International Engagement (MC-I), welcomed the students and Maureen Davis, special programs manager with HC, re-emphasized the importance of the agency's commitment to attracting and developing a diverse, talented work force. Davis commended the students for their interest and study of intelligence and national security, and provided the students helpful academic guidance as they continue their educational pursuits.

The visit reinforced much of the information students had learned about the agency during their program of study and broadened their understanding of DIA's mission. Students watched the "We Are DIA" video to better understand the tremendous diversity of agency responsibilities. Davis provided a detailed overview of employment opportunities within the agency, including the Pat Roberts Intelligence Community Scholar Program, the Undergraduate Training Assistance Program and the DIA Entry Level Program. Davis also devoted a significant portion of the discussion to NDIC's Defense Intelligence Scholars Program, a prestigious recruitment and employee development program designed to attract high-achieving college graduates with strong foreign language skills to DIA. The college and HC work in partnership each year, selecting and enrolling a small group of scholars in the full-time Master of Science degree in Strategic Intelligence program as their first year work assignment with the agency.

Point Park University students ended their trip to DIA with a visit to DIA's store, and later posed for pictures in front of the Russian SCUD-B missile in the DIAC Expansion Building.

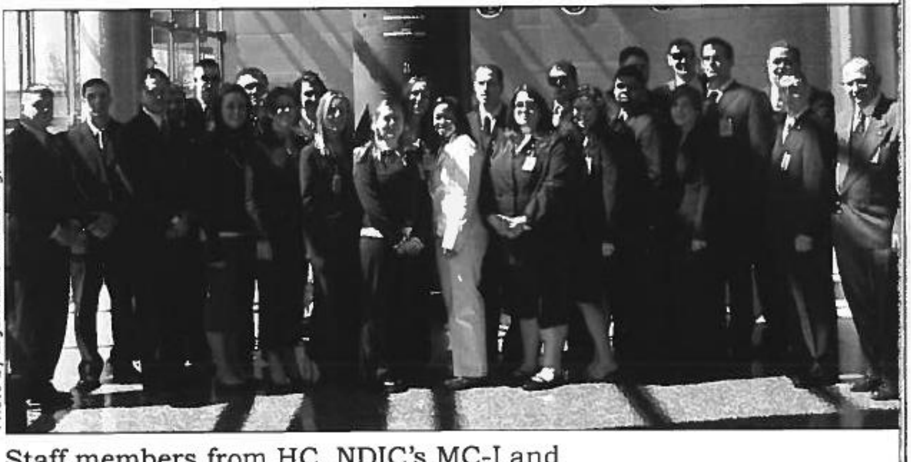


Photo by E. Jermaine Armstrong, MC

Staff members from HC, NDIC's MC-I and Office of Institutional Research, and NDIC alumni attended the event to answer questions about DIA and the college. Through face-to-face interaction with members of the intelligence community, the visit provided Point Park students a comprehensive perspective of the challenges and opportunities in the field of intelligence.

Interview with the Chief of the Office of Human Resources

By Communiqué Staff, CP

Sarah J. Shores joined DIA in September as the chief of the Office of Human Resources (HCH), Directorate for Human Capital (HC), bringing with her more than 23 years of military and federal government service. In her previous jobs, Shores led personnel process improvements, and developed and executed personnel programs to increase efficiency and align them with defense counterparts. As the chief of HCH, Shores provides DIA with recruiting and staffing solutions, military personnel support services and employee outreach program initiatives. Prior to assuming her current position, Shores served in the U.S. Coast Guard.

The Communiqué staff spoke with Shores about DIA's hiring goals, as well as new programs in employee outreach. She also addressed the impacts the Base Realignment and Closure (BRAC) and the JICs/JAC MIP Implementation Study (JMIS) will have on the DIA work force.

COMMUNIQUÉ: *What are DIA's hiring goals for fiscal years 2007 and 2008, and how is HCH meeting these?*

MS. SHORES: For fiscal year (FY) 2007 we have roughly 1,000 new authorizations, and for FY 2008 the growth continues as we add the additional vacancies at the combatant commands. To accomplish these hiring goals, HCH stood up a new Recruiting Division (HCH-4) whose sole mission is to recruit new employees by expanding our base of potential applicants. Previously, recruiting was embedded in the staffing process and was a part-time job, but now this new division can dedicate itself to finding new ways to quickly fill positions with candidates with the right skills and background.

In November, we began a new approach to recruiting with the agency-focused DIA hiring events. Traditionally, we hired by posting a vacancy announcement for a particular job, which is a slow process. In order to meet the demand, we've started executing one-day hiring events for DIA positions that are sometimes difficult to fill or have not yet been advertised. We take these positions with us to the hiring events and subject matter experts from within each directorate conduct interviews with potential candidates, who, in some

cases, are extended conditional offers of employment the same day. I do want to stress that subject matter experts are vital to the success of these hiring events because they know and understand the specific job requirements within each occupational series. We realize that it's hard for these individuals to get away from their desks for a full day to support these events, but it's a huge return on investment — some directorates are already at, or very close to achieving, a 100 percent fill rate. Between the three events DIA held in November, December and January, we hired more than 250 people in basically three days worth of work — something we never achieved before implementing hiring events into our recruiting strategy. We plan to have at least two events a month throughout the rest of the year.

FY 2008 will be more challenging because some of the vacancies will be located at the combatant commands. Right now, we are working on a plan on how to best recruit personnel for these positions.

In addition to hiring events and career fairs, there is a foreign language employee referral program now in place. We are currently processing about 42 foreign language applicants, and if hired, agency employees who referred them will receive a $3,000 referral award. HCH is also looking into an agency-wide employee referral program, which would provide a monetary incentive for referring a qualified applicant who is ultimately hired.

HCH has launched a toll-free customer service number for potential employees to ask questions and receive information from DIA recruiters. I also met and talked with colleagues at the National Security Agency and CIA about their recruiting incentives, and we have taken that information and applied some of their best practices into our programs.

As you can see, we are doing a variety of things to increase the number of new hires. However, recruiting is an agency-wide issue, not just an HC issue. We are the facilitators of the process. With the help of the directorates, DIA is really making some great strides and the overall hiring is on track.

COMMUNIQUÉ: *What's the status of the Joint Duty Office in DIA?*

MS. SHORES: Once we get approval from the undersecretary of defense for intelligence (USDI), we are ready to stand up the office and work with the Office of the Director of National Intelligence on the procedures and specifics. Lori Derfler, in HCH, is the point of contact and is ready to implement things as soon as we get the green light.

COMMUNIQUÉ: *BRAC and JMIS will expand DIA's presence outside of the National Capital Region. How is HCH preparing for this?*

MS. SHORES: With regard to BRAC, we are still in the planning stages. DIA has identified a group of security positions in the Directorate for Mission Services (DA) that will relocate to Fort Meade, Md., and we have sent formal notification letters to those individuals. As for the BRAC move to Charlottesville, Va., we are still waiting for a formal decision designating which positions and capabilities will move. This primarily will affect the Directorate for Analysis (DI) and possibly a handful of positions in other directorates.

Recruitment
Hiring
Benefits
Support

Once we are notified of all the BRAC-affected positions, we will begin working with the Office of Public Affairs (CP-P) to push the information out to the work force in order to make an easy transition.

I think that the biggest piece of planning for BRAC is communications — ensuring the work force is educated about BRAC and the impact it has on those whose jobs are moving. For example, what happens if a person decides not to move? Or what about changes to pay and benefits for those who do move with their position? We need to notify individuals whose positions are moving as soon as possible so they can plan ahead.

JMIS is probably the next biggest thing on our horizon. We did something similar to this last year with the DoDIIS Way Ahead where we added more than 200 civilian employees and more than 600 military positions. The DoDIIS Way Ahead transition went very smoothly because HC has some very dedicated people. For example, in the pay section, Denise Peters personally verified employee information line-by-line to ensure that everyone transferred smoothly. Because the number of civilians moving over with JMIS is significantly higher — about 2,000 — we are going to have a different tactic this year. Right now, we are sending subject matter experts to the commands to talk about how DIA does things and to help ease their anxiety. We are doing a lot of planning and preparation for JMIS to make certain the transfer is as successful as the DoDIIS Way Ahead.

"Subject matter experts are vital to the success of these hiring events because they know and understand the specific job requirements within each occupational series."

The first civilians will transfer in October 2007 from the Central, Northern, Southern, Strategic and Transportation commands. The second transition is planned for October 2008, which will include personnel from the Pacific (including U.S. Forces Korea and U.S. Forces Japan), Special Operations, Joint Forces and European and Africa commands. We expect within the next month or so the combatant commands will be identifying positions that will be moving into DIA and we will begin to get a more detailed look at what we need to do.

With the DoDIIS Way Ahead, DIA increased its global footprint, and JMIS will increase it even more. This is going to be challenging because we will need to be even more sensitive to employees outside the DIAC than we've had to before.

COMMUNIQUÉ: *Please talk about some of the new initiatives coming out of HCH, such as employee outreach, family support services and military support.*

MS. SHORES: The Employee and Family Support Division (HCH-5) is a new office HCH is standing up to improve employee outreach and manage work life issues. This new division will continue to work the same issues that the Employee Assistance Program does today, but in a more comprehensive approach. We plan to increase our communication with the work force about available employee assistance classes, as well as new and existing support and wellness programs. We hope to soon have brochures, pamphlets and Web-based information available for all the wellness programs we offer to better inform the work force. We are looking at a lot of different methods to increase the awareness and support of enhanced work life.

For example, HCH-5 is working to implement a variety of new initiatives such as establishing an official Nursing Mothers Program, publishing a new parent handbook on maternity/paternity leave and work schedule flexibilities, and partnering with DA to develop expanded child care options for employees. I bring these initiatives up specifically because

of the composition of the DIA work force right now. The number of women is increasing, and the majority of those coming onboard are still in their childbearing years, so we need to address these issues now and get ahead of the curve.

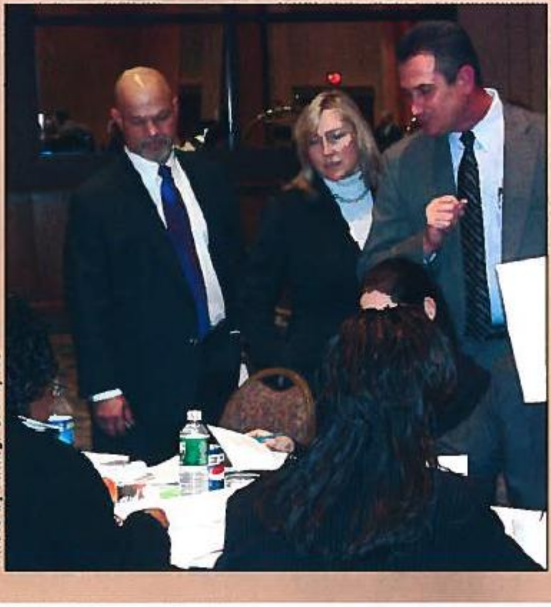


Photo by Mika J. Cross, HC

From left to right, Bill Castillo, deputy chief of HCH, Sarah Shores, chief of HCH, and Scott Raye, chief of the Recruiting Division (HCH-4), meet with directorate resume screeners at the Tyson's Corner, Va., DIA hiring event held January 29. More than 120 conditional offers of employment have been extended as a result of this one-day event — a success that would not have been possible without the participation of more than 50 directorate subject-matter experts, selecting officials and HC professionals from across the agency.

One of our highest priorities is deployment support. We are working with the Office of Enterprise Operations (DAE) on updating the deployment instruction and making pre- and post-deployment assessment mandatory. In addition, the deployment center hosts quarterly pre-deployment family support nights for the families of those who are deploying. There they receive briefings on civilian and military benefits, legal assistance, the Employee Assistance Program, family support programs and the Red Cross. There is a lot of good information at these sessions, and you can meet other people dealing with similar issues.

Another new initiative we started is our monthly HCH brown-bag luncheons, "Talk to HR." These brown bags are meant to be informal discussions with the work force and a panel of HR experts from across HC to exchange information and answer questions. We recently hosted our first session where individuals from training, eZHR, strategic planning and the Defense Civilian Intelligence Personnel System were available to answer employee questions. At the end of each session, we spend a few minutes to highlight information on HC's Web site. Last month, we showed the participants the wealth of information available on the bonus board and the awards process. We also highlighted the different resources available for the work force to access important information like frequently asked questions and the HR Essentials Handbook.

Speaking of the HR Essentials Handbook, this is a new resource we put together to serve as a quick reference guide — not a policy guide or document — to answer basic human resource questions and provide customer service points of contact. We will be updating the handbook on the HC Web site periodically between now and Oct. 1, and a new hardcopy version will be published Oct. 1 and annually thereafter.

Other new HCH initiatives address workplace flexibility, like part-time employment and telework. These policies should be out soon, and once they are, we will start hosting information sessions for supervisors and employees to educate them on the rules and regulations and discuss how to implement.

COMMUNIQUÉ: *Is there anything else you would like to add?*

MS. SHORES: In addition to implementing the staffing processes, HCH is currently reviewing all of its processes to ensure we are as efficient as possible with the resources we have. We want DIA to be the employer of choice. We need to have standardized processes in place, making sure they are the best and able to adapt to changes.

I would like to add that HCH has a lot of very sharp professionals that I don't think get a lot of visibility for their efforts. To them, I say thank you for your hard work and dedication — you are accomplishing a lot of great things!

NAVIGATING the Entry-Level Hiring Process

By Kimberly A. Kinney, HC

Where might you hear the following line? "I want first dibs on any nuclear engineer that comes through the pool!" That would be Debbie Monroe, senior intelligence officer and Directorate for Analysis (DI) representative to the entry-level panel, seeking talent for her Counterproliferation Support Office (CPT). Monroe is referring to applicants in the entry-level pool and will go on to say that, in return, she will "let DH [Directorate for Human Intelligence] have the 3/3 Arabic speaker with prior military experience." Although panel members generally keep corporate interests at heart while sifting through entry-level resumes, directorate representatives have been known to fight over applicants that possess coveted skills.

If you entered DIA at the entry level, chances are it was a member of an entry-level hiring panel who first laid eyes on your resume. The hiring and placement board construct has evolved during the past years, but the current panel comprises 10 senior subject matter experts from across the agency who devote three days a month to matching applicants with prospective offices. Panel representatives serve a one-year term and bring a wealth of experience and diversity to the hiring process in terms of their backgrounds and the offices they represent. Each month, these representatives work with hiring managers and support staff across their directorates to inventory hiring needs and bring position requirements to the board.

When the panel convenes, representatives review upward of 500 to 700 entry-level applications to fill approximately 50 positions submitted to the board. Many new applicants have prior military experience and have served in support of Operation Iraqi Freedom or Operation Enduring Freedom in Afghanistan. Others have earned international relations, political science or area studies degrees and speak one or more foreign languages — and fewer have scientific backgrounds. Still, the diversity of applications reviewed each month is remarkable, ranging from architects, to congressional staffers, to geographers who have led trekking expeditions through the Northwest.

In addition to external applicants, the entry-level panel also reviews current employees seeking to laterally transfer to another part of DIA, personnel who have applied through the Degree-Assisted Career Transition Program, applicants seeking internships and those applying for other special programs.

Once the panel ends, the Directorate for Human Capital Civilian Operations Division (HCH-1) issues referral lists with up to 10 applicants per position — enabling hiring managers to review the resumes, interview applicants and make a selection. Hiring manager authority to

interview applicants is another critical process improvement instituted as a result of last year's Lean Six Sigma staffing review to help ensure a proper match between employee and position. When hiring, paperwork is returned to HC and the human resource manager makes a conditional job offer.

Applicants who have valuable skills but who have not been referred to a specific position, go into the entry-level "pipeline," a catalog of resumes kept on file for one year. The Directorate for Information Management and Chief Information Officer (DS) assists HC in scanning resumes into an online database to provide hiring managers easier access to the resume pool. Managers may contact applicants in the pipeline directly for interviews. Those managers who decide to hire an applicant from the archived resume pool can take the resume along with a position description to their human resource manager for a conditional job offer. Once the potential employee accepts the position and is ultimately cleared, he or she is on their way to a seat near you.

For more information on the agency entry-level panel or opportunities available to entry-level employees, contact HCH-1 at (202) 231-1762, or Kimberly Kinney at (202) 231-1785.

CAREER OPPORTUNITIES for Entry-Level Employees

Degree-Assisted Career Transition (DACT) Program:

The DACT Program allows employees with bachelor's degrees to transition from intelligence/support assistants to intelligence/support officer positions. Applications are available on the HC Web site — select the A-Z Topics link at top of page. You may also contact the program manager, Roseal Fowlkes, at (202) 231-4713 for assistance.

Lateral Reassignment Program:

The Lateral Reassignment Program is open to entry-level employees seeking to transfer from their current offices to another part of DIA. Employees are required to submit their resume along with a short application indicating their first, second and third office choices. The entry-level panel reviews and maintains applications for three months. If no match is made, applicants are encouraged to reapply, broadening their choices of desired offices. This program is intended not only to ensure a good job fit, but to provide entry-level employees with exposure to other office elements in the agency. Forms and application instructions are available on the HC Web site — select the A-Z Topics link at top of page. You may also contact HCH-1 at (202) 231-1762 for assistance.

Pat Roberts Intelligence Community Scholar Program:

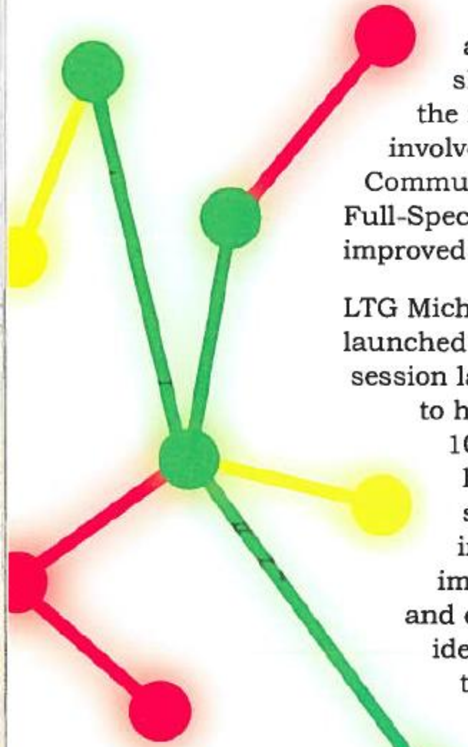
The Roberts Scholars is designed to recruit and train entry-level intelligence analysts by funding up to 12 months of intensive language training. Highly competitive applicants will possess beginning to intermediate proficiency in critical languages, such as Arabic, Farsi or Chinese. Entry-level employees who have served at DIA for less than two years are eligible to apply. All participants must agree to work within the intelligence community for at least 18 months for each year, or portion thereof, of training received. Interested applicants should contact program manager Maureen Davis at (202) 231-4954 for more information.

Upward Mobility Program (UMP):

UMP is designed to provide DIA civilians in support assistant occupations the opportunity to acquire the knowledge, skills and abilities necessary to enter the intelligence officer/ intelligence support officer field. Employees selected into the program are placed in a transitional assignment and provided an individual development plan. For more information, contact program manager Roseal Fowlkes at (202) 231-4713.

SHAPING Our FUTURE by Expanding Our Networks

By Adrian "Zeke" Wolfberg, CS



"Better analysis, better analysts and better products." That's how Kenny Kirkland, Directorate for Analysis Missile and Space Intelligence Center (DI/MSIC), describes the impact of participating in the Knowledge Lab's Crossing Boundaries forum, which helped him expand his professional network. Employees throughout DIA are growing their networks, sharing information and shaping the future of DIA through their involvement in Crossing Boundaries, Communities of Practice (CoPs) and Full-Spectrum Analysis (FSA). The goal: improved operational effectiveness.

LTG Michael Maples, director of DIA, launched the first Crossing Boundaries session last May, announcing, "I am here to hear your ideas." Ten months and 10 Crossing Boundaries sessions later, DIA employees have submitted more than 100 ideas in areas impacting core mission improvement, work force flexibility and enterprise operations. Kirkland's idea — to improve how MSIC and the National Security Agency (NSA) collaborate — is one of those 100.

"Thanks to Crossing Boundaries, my idea was immediately elevated to the level of the director," said Kirkland. Crossing Boundaries also expanded Kirkland's professional network, which helped him implement his idea. "First, the staff got me in contact with folks with similar ideas within DIA. That led to contacts with the NSA reps at DIA, and that led to contacts with the DIA rep at NSA, as well as the leadership at the Defense Space and Missile Analysis Center."

Kirkland's example of expanding networks through Crossing Boundaries is not unique. Donna Conti, DI, posted her idea for implementing better Islamic cultural awareness on the DIA Internal Communications Web page, allowing others to read about her proposal and get involved. Her posting brought in others who were involved in cultural awareness programs on a smaller scale. Of the 20 people now working with Conti, 15 are new to her professional network.

CoPs also create and help sustain networks at DIA for improved knowledge sharing. CoPs refer to people who have a common interest in a particular subject or problem and the learning that takes place when they collaborate to share ideas, find solutions and build innovations. Kevin Roth, of the Knowledge Lab team, describes CoPs as "a proven organizational construct for advancing and improving how work gets done." With the assistance of fellow team members Nancy Dixon and Brad Sweet, Roth is building CoP frameworks to enhance collaboration at DIA.

One such framework involves sharing and applying the value of organizational network assessments across a broad assortment of federal, state and local government organizations. DIA

hosted a workshop March 28 attended by representatives from NASA, the American Red Cross, FBI, Coast Guard, Virginia Department of Transportation, Government Accountability Office and others. The idea is to build one unified CoP that allows the intelligence community and other agencies to benefit from applying organizational network assessments just like the private sector.

CoPs are growing in other parts of DIA as well. MSIC is developing CoPs to identify and network the communities inside and outside of DIA involved in successfully prosecuting critical mobile targets so the necessary frameworks and links are already in place when those targets are activated. Similarly, DIA's Defense Joint Intelligence Operations Center (DJIOC) is using a CoP framework to improve global force management by establishing a structure to govern what is currently an informal, crisis-driven network of junior officers and others. By establishing a CoP, the goal is to formalize that network to better anticipate and address issues.

Networks are also growing at DIA through other programs, such as FSA. To answer their capstone question, FSA 2 participants Melinda Hayman, DI, and Alex Johnson, NSA, needed additional information about one of the countries they were researching. Johnson addressed the problem by working with personnel in her office who put her in contact with other people that could point her in the right direction to receive her answers. Since then, Johnson has continued to keep in touch with her contacts who have in turn connected her with others. "The overall experience has helped grow my networks to help improve my analysis and overall performance," said Johnson.

Crossing Boundaries, CoPs and FSA are just a few of the many ways that people at DIA build, maintain and grow networks. These professional networks will help shape our future by improving how we collaborate and share information — and that, as Johnson, Kirkland and many other DIA professionals are finding out first hand, leads to enhanced mission performance.

FE Cultivates Work Force of TOMORROW

By Brian J. Banal, Michael R. Barretto and Lindsey L. Mohr, FE

As LTG Michael Maples, director of DIA, stated in the 2007-2012 Strategic Plan, DIA is working to "recruit, develop and retain a diverse, results-oriented intelligence work force." In support of this vision, DIA's Internship Program brings together university students from diverse backgrounds and fields of study for summer internships and six-month co-op experiences.

Throughout the year, a select number of college students are chosen for internships throughout DIA, and Northeastern University students participate in co-ops within DIA's Office of the Chief Financial Executive (FE). These programs afford the newest contributors to DIA's mission the opportunity for real-life work experience in the intelligence community (IC), which potentially leads to more interest in government jobs. The value of the Internship and Co-Op programs is two-fold; it offers college students the chance for valuable work experience, and affords DIA early exposure to some of the country's best and brightest employees of the future.

FE interns and co-op students historically cite five overarching themes that provide the backdrop for their success at DIA:

- Working for managers who support the value of participatory leadership.
- Setting clear goals for their work experience.
- Feeling engaged by the collaborative workplace environment.
- Having meaningful work toward a broader purpose.
- Making valued contributions that enhance dedication to the mission.

Mike Barretto, a current spring co-op student, is a sophomore at Northeastern University. One of Barretto's key contributions has been his role on the FE Integrated Financial Overview Training (IFOT) delivery team. Barretto supported the team's work at U.S. Joint Forces Command (USJFCOM) by assisting with training delivery and validation of proper financial recording of USJFCOM DIA funding. Barretto's support for the IFOT effort has helped him expand his knowledge of the crucial role that combatant command financial management plays in support of DIA's mission. Barretto's direct contributions to the team have been reinforced by his classroom learning in the Tomorrow's Intelligence Professionals Program and the Counterterrorism Analyst Course.

Lindsey Mohr, currently a junior at Northeastern University, led FE analysis of the Chief Financial Officers Act of 1990 and its guidance for federal financial management. In order to comply with the act, FE is working with the National Security Agency to build the new Financial Management Solutions/ Financial Accounting Corporate Tracking System (FMS/FACTS). Mohr also assisted with the design, development and delivery of the combatant command Rosedust Financial System implementation training. Traveling with the team to U.S. European, Strategic (STRATCOM), Transportation and Pacific (PACOM) commands, Mohr assisted with training delivery, as well as coordinated and attended key combatant command leadership meetings.

Brian Banal, a 2005 summer intern and now an FE program analyst, worked with senior leadership on the architecture and implementation of a large combatant command billet realignment project. Specifically, Banal led the effort to prepare the Improved Resource Management Information System (IRMIS) change sheets, which outlined the proposed realignment of billets within PACOM and STRATCOM. Banal's work on the IRMIS billet realignment initiative helped to improve intelligence support by re-investing in resources and functions most responsive to the post-9/11 environment. The PACOM/STRATCOM changes contributed to DIA's mission accomplishment by improving intelligence collection and analysis and helping to integrate much needed functions within the IC. As a staff member today, Banal continues his work with the combatant commands by overseeing a variety of assignments and projects to integrate combatant command financial feeder systems into the legacy Rosedust and new FMS/FACTS system.

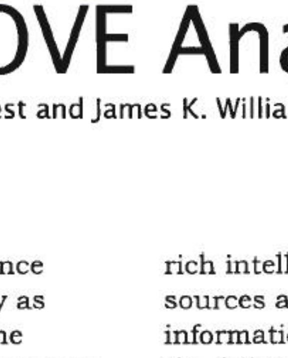
Whether a summer internship or a six-month co-op, experiences like those of Barretto, Mohr and Banal give students the opportunity to contribute to projects that improve the IC, and ultimately strengthen our nation's security. Participating students consistently express appreciation for their time with DIA and the direct, positive impact that their experience will have on their future academic and professional careers.

If you have questions or would like more information about FE's interns or the Co-Op Program, please contact Pam Dawes, FE Career Development, at (301) 394-5367.

ALIEN Lands to IMPROVE Analytical Research

By Jamie L. Berke, Stephen T. West and James K. Williams, DS

Finding and analyzing intelligence information should be as easy as shopping on eBay. This is why the Requirements and Research Group (R2) in DIA's Directorate for Information Management and Chief Information Officer (DS) is developing ALIEN — the All-Source Intelligence Environment. ALIEN is already being tested in beta form and analysts will have access to early versions this summer, with more advanced services rolling out during the next year.



Analysts today are besieged with information, which forces them to spend too much time searching through it all and not enough time analyzing it. There are many reasons for this. First, there are burgeoning sources of information and few fully automated ways to help sift through them. Second, the information often lives in stovepipes, requiring separate applications to search it. Information is also on different security domains, which means it's hard to access data from a secret network if you're working on a top secret one. ALIEN will address all these problems.

ALIEN Defined

ALIEN is a service-oriented architecture-based framework that uses technology from many companies to pull standardized, semantically rich intelligence data from multiple sources and structure it in an organized information map. So far, ALIEN includes the following data sources, but this list is growing quickly:

- METS — tagged message traffic and news feeds from multiple agencies
- Artemis — a counterproliferation database
- MIDB — the primary military order-of-battle database

ALIEN is based on the DoDIIS Data Layer metadata standards, which ensure interoperability with intelligence community (IC) and Department of Defense (DOD) data. The DoDIIS Data Layer was built specifically to separate data from the tools used to analyze that data. Without this separation, we have stovepipes of data that can only be accessed using a specific application or search engine that comes with the database. For example, if you needed to research an individual name across ten databases, without the DoDIIS Data Layer you would likely have to learn ten different applications, make ten different queries and combine the results manually.

ALIEN is the first project built under service-oriented architecture (SOA) standards, which brings DoDIIS up to par with the best commercial information

technology enterprises. SOA is the modern way of developing software. What this means for intelligence users is that we will be able to develop software that meets their needs more quickly.

How ALIEN Works

Amazon, Walmart.com and eBay all use an SOA approach in their online information environments. Just as eBay searches across multiple categories for the same product, ALIEN discovers information effortlessly across multiple data sources. New data sources will continually be added, and analysts will not need to know details about the new sources to use them. Intelligence analysts can freely search what appears to be a single body of data from across multiple agencies and databases.

The ALIEN user interface is built using the same technology as the scrolling data in Google Maps. Searches can return everything from hit lists similar to those on commercial search engines, to "faceted-based" results organized by taxonomies of information. Data is more visible, accessible and understandable, without duplication. These results can easily be combined with the results of other searches, as well as easily shared with others. Users can also identify knowledge gaps more quickly and relay that to collection managers.

ALIEN in Action

ALIEN organizes information about an event, location or person into multiple categories or facets. These visual representations of information are "knowledge objects." These knowledge objects help to organize similar information across different data sources.

One of the significant advantages of having machines enhance data with metadata tags — such as tagging a name as a "person" — is the ability to perform semantic searches where the user can specify the type of data being searched. For example, when a user performs a Google-like keyword search for Ali Husayn, the results can number in the hundreds or thousands because any time the words "Ali Husayn" are found, it is considered a match — i.e., Ali Husayn School, Ali Husayn Blvd., etc. Today, the analyst is forced to sort manually through all of the results to find the relevant ones. With ALIEN, analysts can use a semantic search to specify that they only want to see search results that contain data about an actual person with that name.

ALIEN's Future

ALIEN is rolling out in a series of "landings," but don't confuse this with versions — there are no versions. Individuals using ALIEN may never notice a specific upgrade, although their search results will get better and more targeted. Landing 1 was a prototype built in a few weeks last summer to prove the concept. Landing 2, the current beta, focused on turning the prototype into a more solid framework by redesigning the architecture to speed up indexing. Also, new tools and data sources were added. Landing 3 is under development, with one objective being to meet specific mission requirements of DIA analysts in Korea. Yet the data sources and tools in ALIEN will provide support for every community of analysts, and will be reachable over the network from anywhere in the world. Landing 3 will roll out in the fall, adding more data sources and multi-domain searches.

After this year's landings, ALIEN will be continually updated with new services, data sources and technologies without ever having to re-install a completely new application. By sticking to standard industry SOA practices, DS hopes to build Web applications within days or weeks rather than months or years. So keep an eye tuned to the sky for ALIEN!

The ALIEN Web site is on JWICS at *http://www.dia.ic.gov/innovation/alien/alien.htm* and ALIEN's Intellipedia page on JWICS is at *http://www.ic.gov/wiki/ALIEN*.

SUPPORT from Both Ends of the 'Spear'

By William D. McConnell, DJ

Joint training is designed to prepare service personnel for forward deployment, wherever that may be. As DIA's intelligence advisor to the U.S. Joint Forces Command's Joint Warfighting Center in Suffolk, Va., I've had the opportunity to provide theater and operational-level war training to some of America's finest service personnel. I often kidded that if the warfighter is the "tip of the spear," then I must be the shaft.

To ensure that I was providing the best training environment possible, I felt I needed to have more time in an operational environment. I got my wish in February 2006, as I was recalled to active duty by the U.S. Navy as the senior intelligence officer at a prison detention facility in northeast Iraq. I was deployed from February to October in support of Operation Iraqi Freedom (OIF). This deployment was the opportunity of a lifetime and would test my skills and family life — and that of my wife and five young children — to their limits.

To meet the need for more Department of Defense personnel to maintain and control the rapidly increasing OIF detainee population, the Navy stood up the first Navy Provisional Detainee Battalion to support detainee operations in Iraq. Five hundred individual augmentees were selected from across the service and sent to Fort Hood, Texas, for 90 days of "Army training" and detainee operations. The unit then deployed to one of the most isolated areas in Iraq, where I joined them. We were Task Force 26, named after a WWI naval prison barge whose hull number was 26. We were called Sand Squids, as this environment was all beach, but no ocean.

Our mission was to hold 1,200 of the Iraqi theater's worst prisoners and troublemakers; die-hards from the most wanted list; and extreme radicals who would often incite riots within the detainee population. Our remote facility at Fort Suse was much more capable of controlling these hard cases. For the most part we were not under daily threat of attack, and we could control prisoner movement and behavior — it was comparable to a U.S. maximum security prison, with very controlled movement, highly scheduled days and isolation cells for separating violent detainees from the rest of the population.

Fort Suse was built in 1977 by the Russians for the Iraqi government and was designed as a forward military garrison base. Located on a small hill

Fort Suse was originally designed to garrison troops.
Photo by William D. McConnell, DJ

in the center of a large valley near the Iranian border, the facility is 100 yards wide and 200 yards long, and looks very much like a castle with its thick walls and rounded corner keeps. The fort is extremely remote with only very tiny local villages within sight, and is located at the base of an 8,000 foot snow-capped mountain, surrounded by low rolling hills and grass lands.

We were supported by our local allies, the Kurdish police/guards and Peshmerga. The Kurdish correctional police, similar to U.S. correctional guards, were assigned to guard detainees. The Peshmerga were the local Kurdish military force and provided our 24/7 external security. The Peshmerga are a very hardened, dedicated force that have been fighting Saddam for decades, resulting in seasoned mountain fighters that are fiercely loyal to the Kurdish cause and willing to die for it.

Conducting tactical ground intelligence and detainee operations was a steep learning curve for me. Prison operations are a long way from surface and coastal threat missions. The intelligence world of Baghdad, and the tactical reality of where you are, can sometimes be light-years apart. Fortunately, I was able to use my 13 years of knowledge of joint operations, intelligence processes and combat systems to ensure the required intelligence was flowing to support our mission.

A new tool that helped me transition to tactical intelligence was the Joint Intelligence Operational Capability — Iraq (JIOC-I) database tool. It allowed me, in an isolated unit, to do massive data mining so I could pull what I needed and build my own local tactical solutions. Access to cogent information and intelligence was critical to our mission at Fort Suse. We only had a one-megabyte bandwidth and could not always wait to download gigabytes of data. Having sat behind the big screens and T-3 pipes state-side, I quickly appreciated how critical it is for the tactical level to get the right information with the least amount of bandwidth possible. This experimental JIOC-I toolset allowed me to develop more than 200 daily threat briefs and deploy 100 combat convoys without a single combat casualty. Our combat convoys were conducted to support detainee operations and re-supply efforts.

As you can imagine, the quality of life in a third world prison setting can be very tough. I lost 30 pounds and quickly grew tired of showering in the E-coli infested water. Sleeping in the same facility with 1,200 prisoners, literally on the other side of the wall, can cause many a restless night. There was one big building you never left, and because of the remote location, we didn't benefit from the morale, welfare and recreation assets afforded to larger bases, which made for long days.

Fort Suse was closed in September, and detainees were transferred to other facilities, and the base was turned over to the Kurdish and Iraqi governments. It was a brief and glorious piece of history for the Navy, and I am thankful I had the opportunity to serve in this mission and help in creating a democratic Iraq. I have gained a new appreciation for intelligence operations at the tip of the spear.

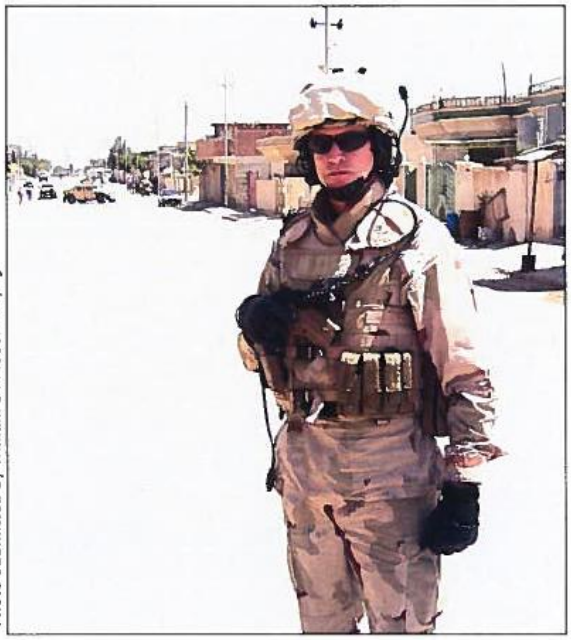


Photo submitted by William D. McConnell, DJ

William McConnell on the streets of Chamchamal, Iraq, during operations to recapture escaped detainees.

PROFILES

The Communiqué staff interviewed one of the agency's departing "legacies" and asked her to share her career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Peggy H. GREENWOOD

How long have you been with DIA, and where have you worked within the agency?

In 1967, I came to Washington with a bachelor's degree in history and archaeology looking for a job in a museum. When that didn't work out, a family friend pointed me to a new agency — DIA. The work sounded interesting and offered much better pay than the museums. So, I stumbled into a career in intelligence.

My start was as an indexer for the mini-card intelligence information report (IIR) indexing system. Its associated thesaurus opened up the world of intelligence to me and I eagerly transferred into analysis after a year. Half of my career was spent analyzing African military capabilities, which I loved. Being an African analyst meant doing it all — military, political, leadership, insurgency and foreign influence. African nations were newly independent and it was exciting to watch them emerge.

During my Africa years I had two other career broadening opportunities. In 1973, after the Vietnam cease-fire, I spent four months deployed to Saigon as an intelligence analyst. From 1975-1976, I was the first woman civilian to attend the Naval Command and Staff College in Newport, R.I. The only other woman in my class was a naval officer. That experience was a culture shock for me as well as for the military officers in the class!

From there, I moved to the Directorate for Estimates in the mid-1980s. I attended the National War College and returned to become the senior intelligence officer for national security issues in a division of the massively reorganized Directorate for Analysis (DI). During the 1995 reorganization, I transferred to the Counterproliferation Office as the production manager.

Photo by Paul Cianciolo, CP

In 2001, I became the chief of the Arms Transfer Division. This small, very productive and collaborative shop is the only intelligence element in the community that can produce worldwide, regional or state-to-state analysis of arms trade. What a great group with whom to celebrate 40 years on the job!

What are your fondest memories with the agency?

The people with whom I've worked — civilians and military — constitute my best memories! Over the years I found that DIA analysts were by far the most collaborative in the national intelligence community.

What lessons did you learn throughout your career that you would pass on to others?

Don't let the prevailing political winds or desires of the current administration influence your analysis of the issue before you. Objectively identify the trends and possible outcomes, tell it like it is and

stand your ground. Have patience with organizational change within the agency. Look for and identify change within your area of analytic expertise. Get short and long-term implications for our national security out to your customers.

What would you consider to be your greatest contribution to DIA?

I helped create the ATHENA Counterproliferation Information Space on JWICS in the 1990s. It was one of the first attempts to create an agency-neutral, substantive site for use by the commands and service centers, the Joint Chiefs of Staff and the Office of the Secretary of Defense. Not only did it offer up vetted information on nuclear, biological and chemical weapons, but it also served as a forum for defense planners, operators and the intelligence community (IC). For someone who started work before the days of Xerox and fax machines, desktop computers and computer networking, it was exhilarating to be connected with this project.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

Technology! When I started, an office was lucky to have one electric typewriter. We hand carried background papers to the Pentagon. It took months to get the attachments for IIRs. We hand sorted the hardcopy message traffic. We wrote IIR evaluations with carbon copies. The mail room was a very active place! The first personal computers were more like private electric typewriters. But, finally, in the 1990s, when we were able to read messages on SAFE, and, then when networking tied us together not only to the IC in the Washington area but with the commands, it seemed pretty magical. Of course, along with that came the expectation that we analyze and produce intelligence faster!

The end of the Cold War had a direct impact as well because it changed the issues that DIA concentrated on and left the IC searching for new challenges. For me that meant learning to live with change — both the large organizational ones that followed and finding a new topical home.

Do you have any final words of wisdom you would like to share before you part from DIA?

Seek a balanced life. Take time for family, friends and community; they are your health, wealth and source of joy. Develop outside interests, if for no other reason, to be ready for retirement! And if you want proof of that sentiment, ask me for a tour of the Textile Museum. I finally have my museum job!

:: PEOPLE on the move

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in February & March 2007

By the Office of Human Resources, HC

Civilian Retirements

Margaret C. Baker, HC
Roger E. Biesel, DI
Russell G. Burns, DI
Belva G. Campbell, MC
Stephen C. Fee, DH
Thomas J. Fields, MC
Margaret H. Greenwood, DI
Euiyoung Ham, DI
David J. Hastie, DI
Phyllis R. Lipford, DI
Frederick K. Marlow, DI
Carol A. O'Kelley, HC
Michael P. Pflueger, DS
Bobby L. Speegle, IG

Employee Celebrating 40 Years Federal Service
John L. Kmetz, DI

Employee Celebrating 35 Years Federal Service
Jean P. Carlino, CE

Employees Celebrating 30 Years Federal Service
Paul T. Casey, DH
Mark E. Checchia, DJ
Kenneth J. Crelling, DI
Michael E. Duggan, DI
John W. Floars, DI
David Harper, IG
Kathleen Henderson, DI
Janet Y. Hinshaw, DI
Raymond D. Kee, DS
Richard T. Lalau, DS

Employees Celebrating 25 Years Federal Service
Shawnese A. Collins, HC
Jan Goldman, MC
Steven W. Gotoff, DT
Robert A. Hutzell, DS
Susan R. Lang, DI
Sterlin A. Powell, DI
Andrew M. Ramotnik, CE
Cynthia L. Sabo, HC
David R. Schneider, DI
Sylvia Smith, DI
Elaine P. Starr, DA
Charles B. Templeton, DI
Crystal L. Todd, DI
Joan M. Waller, HC
Radoslav D. Zavrel, DH

Employees Celebrating 20 Years Federal Service
Phillip F. Ambrose, DI
Mark J. Cotrupi, DS
Susan R. Crawford, DH
Jerry J. Curtsinger, DH
Robert B. Davis, DI
Daniel M. Gottlieb, DI
Bonnie M. Healy, DS
Matthew R. Kadoyama, DS
Darlene S. Kuratsu, FE
LaAnna S. Mraz, DH
Tammy D. Pearson, DS
Fannie L. Sampson, DI
Lynn A. Stafford, DH
Judith A. Stein, IE

Employees Celebrating 15 Years Federal Service
Carolyn M. Balentine, DI
Jonathan P. Burgess, DA
Leslie E. Card, CS
Joseph A. Cummins, DI
Timothy C. Graves, DA
Ethel V.B. Griffin, DS
Chadwick T. Hawley, DT
Ira E. Hill, DA
Mary M. Hokanson, DH
Paul A. Lancer, HC
James C. Linder, DT
Anita G. Lundry, J2
Michael O. McMahon, DI
Deborah L. Meier, HC
David S. Naze, DT

Employees Celebrating 10 Years Federal Service
Scott E. Bohannon, CE
Roy L. Brock, DS
Jeffrey A. Builta, DI
Jeffrey P. Burke, DI
David E. Frick, AE
Raphael A. Frilot, DI
Theodore M. Laven, DS
Lynn A. McNamee, DI
Tammy M. Morgan, DS
Jeffrey A. Padron, DS
Timothy R. Ryan, DI
Arthur R. Schroeder, DS
Richard M. Smith, DI
Barbara A. Sullivan, DS
Jay A. Witt, DI

DIA Promotion to DISL
Maria K. Pallas, CP

DIA Promotions to GG-15
Robert M. Ballard, DI
David E. Barrow, DI
Allen D. Bozarth, DT
Paula L. Briscoe, DH
Anna R. Butler, FE
Kathleen C. Butler, DS
Mark K. Chenoweth, DH
Eric D. Christofferson, DS
James D. Claxton, DA
Ronald A. Clift, DS
Jeffrey S. Derfler, DS
Colin J. Eckman, DI
Deborah L. Farroha, DS
Shane W. Higgs, DA
Eric S. Matthews, DI
James P. Mault, DH
Patrick J. Prior, DI
Robert S. Quinn, DS
David B. Rhodes, DI
Oral D. Staman, DS
Todd A. Tepper, DI
Scott R. Watson, DI
Donna K. Zibreg, HC

DIA Promotions to GG-14
Kathleen M. Acklin, DI
Jordan B. Davis, FE
Stephanie T. Edmundson, HC
Patrick S. Fitzgerald, DS
Stephen W. Hopkins, DI
Matthew R. Klinger, DI
John J. Langer, DH
Herbert D. Marshall, FE
Nicole C. Masi, DI
Adam P. McLennan, DI
Eric A. Miller, DI
Deborah M. Moore, HC
James A. Newsome, DI
Eileen P. Petrovic, DI
Michael L. Rosenthal, DI
Bradley J. Salzman, FE
Mark M. Schmitz, FE
Alexis M. Scudder, DI
Michelle M. Witt, DT
Laura A. Worley, DI
Glen E. Yeager, IE

DIA Promotions to GG-13
Ijeamaka J. Alfred, DI
Tonia Austin-Douglas, DT
Thomas A. Bello, DI
Andrew T. Binstock, GC
Pamela S. Boyd, DJ
Victoria M. Brower, J2
Kenneth C. Chalk, CP
Shannon R. Clark, DI
Christy L. Combs, DI
Mary R. Crenshaw, DS
Anjanette M. Daigle, DI
Linda G. Darby, FE
James P. Dempsey, DI
Kelsey L. Erwin, DI
Brian V. Farrell, DH
Patrice I. Foster, DH
Katherine A. Giffen, DI
Kasandra Y. Griffin, IG
Jill M. Guerin, DA
Linda H. Hall, CP
Deirdre Y. Harrison, FE
Andrew C. Highfill, AE

Matthew W. Jackson, DI
Beverly A. Long, DH
Kimberly Y. Luckado, DA
Lorrie L. Luke, DA
Larraine Lyles, FE
Sarah L. Martin, CP
Edacheril P. Mathew, DS
Nicholas Matyaszek, DI
Heidi C. McIntire, DI
Jennifer E. McMahon, DI
Heather L. Melancon, DI
Pedro O. Milo, DI
Tammy M. Morgan, DS
Tara M. Moscatello, DI
LaAnna S. Mraz, DH
Rachel H. Nakamura, IE
Shareeya Newby, DT
Tao T. Nguyen, DI
Wendy L. Pickle, DS
Michelle L. Reed, DA
Ali R. Roozitalab, DT
Michael D. Saltsman, FE
Elisa A. Skibsrud, GC
Kathleen S. Starkey, DI
Darryl K. Stevens, DS
Carolyn W. Thomson, CE
Jeremy L. Turner, DI
Carolyn R. Vaden, HC
Donald P. Wilcox, DT
Dikesha L. Williams, DS
Laura S. Wittig, DA
Sevinc Yilmaz, DI

DIA Promotions to GG-12

Daniel A. Alexander, DA
Adam R. Banner, DI
Daniel L. Barlow, DI
David Bonner, DI
Chad B. Cantwell, FE
Charles F. Ferney, FE
Sondra D. Fielder, FE
Florence E. Gill, DA
Barry A. Goldblum, DI
Brandy P. Guidry, DT
Yasmin Hakim, DI
Bobby R. Horne, DA
Duke E. Johnson, DA
Joshua B. Laikin, DI
Fiza Malik, DI
Sherri D. Marrs, IE
Delores L. Matthews, AE
Dominic P. McIntyre, DA
Matthew F. Moseley, DI
Gayle D. Murchison, DH
Joy A. Nakayama, DA
Daniel P. O'Reilley, DI
Tiffany J. Schneider, J2
Daniel J. Tobin, DI
Erin L. Valocsik, DI
Patricia L. Von Hollen, HC
Andrew A. Weinmann, DI
Suzanne Y. Wong, DI
Leslie M. Zabala, DI

DIA Promotions to GG-11

Sohnia A. Azim, DI
Christie L. Batten, DI
Bernetha L. Booker, HC
Brendella D. Boyd, DI
Timothy P. Briskey, DI
Elizabeth S. Cantillo, DJ
Emily P. Caven, DI
Arteamus R. Crayton, DI
Jonna C. Ellis, CE
Cleta A. Gray, DJ
Megan K. Kraushaar, DA
Valerie N. Lea, DH
Jervon A. McBride, DS
Alison L. Minish, DJ
Matthew F. Moseley, DI
Nikko M. Price, CE
Jonathan L. Ratledge, DI
Nicholas Reddig, DI
Annette E. Saccavino, DT
Geoffrey S. Schaab, DI
Damon A. Scott, DA
Edgar P. Tam, DA

DIA Promotions to GG-10

Steven R. Bini, DA
Terri A. Blackford, HC
Deborah Chambers, DS
Jennifer L. Gamza, DA
Keith M. Gerver, MC
Jason S. Gorey, MC
Sandra A. Harris, HC
Joshua W. Hemani, MC
Casey M. Hingston, DA
David M. Hughes, DS
Marvin E. Jones, DS
Meghan M. Knake-Timko, DT
Sally R. Lawson, DS
Michael G. Majors, DI
Dolan J. Malloy, DI
Heather L. McCaw, DI
Matthew M. Mehfar, DI
Suzy E. Park, DT
Gregory R. Paulsen, MC
Geoffrey F. Peterson, DI
Jean R. Ribot, DI
Jose A. Serranojuarbe, DS
David H. Smith, DJ
Brian R. Stefan, MC
Brian M. Straight, DI
Henry W. Yep, MC

DIA Promotions to GG-09

Tina L. Bellamy, DI
Ann M. Busby, DI
Janet E. Cook, DI
Latoyia D. Hodnett, DA
Jennine Liu, DI
Joshua D. Parker, DA
Anthony L. Simpson, DA
Charles Tankersley, DI

DIA Promotions to GG-08

Kara E. Benson, MC
Charles D. Davis, DA
Monte Frenkel, MC
Pamela K. Graney, MC
Robert W. Lose, DA
Melvin E. Mosby, DA
Crystal Y. Musgrove, DA
Barbara A. Shine, MC

Army Promotions

COL Thomas Schaidhammer, DI
COL Lucie M. Stagg, DI
LTC Paul M. Murphy, CE
LTC Newman M. Yang, DI
CW4 James T. Fraser, DH
CW4 George W. Stanley, DH
MSG Jarvis A. Ashford, DI
MSG Foy P. Capers, DH
MSG Rasheed A. Townsell, DT
SFC Brent W. Wilds, DH

Air Force Promotions

CMSgt Kelly Dixon, DH
SMSgt Douglas Anderson, DH
MSgt Donna M. Martin, DT
MSgt Mary Eiteuner, DH
SSgt Carlton R. Edwards, DS

Navy Promotions

CDR David A. Walch, DH
LCDR Pamela Y. Mckenzie, J2

Marine Corps Promotion

Maj Adam S. Conway, DI

on the HORIZON

events for JUNE & JULY 2007

June

June 5 Clarendon Ice Cream Social, 11 a.m. to 1 p.m.

June 5-7 Unified Cross Domain Management Conference, San Diego, Calif.

June 6 D-Day

June 6 DLOC Ice Cream Social, BJ's Wholesale Club and Cookie Lee Jewelry, 11 a.m. to 1 p.m.

June 12 Crossing Boundaries, noon, location TBD

June 13 DIA's U.S. Army Birthday Celebration, 10 a.m., Tighe Auditorium

June 13 Overseas Travel Briefing, noon, Tighe Auditorium

June 14 Flag Day

June 14 DIAC Father's Day Vendor Fair and Ice Cream Social, 10 a.m. to 2 p.m.

June 14 Overseas Travel Briefing, 10:30 a.m., Clarendon Room 810

June 14 Communications Board meeting, noon to 1 p.m., Pentagon (room TBD)

June 17 Father's Day

June 17-July 13 DNI 2007 Summer Hard Problem Program, IT & Non-democratic Societies, San Jose, Calif.

June 19 Juneteenth Day (Emancipation Celebration)

June 19 Pentagon Ice Cream Social, 11 a.m. to 1 p.m., Room 1A674

June 21 "Swing with CWF" Summer Golf Tournament, 2 p.m., Andrews Air Force Base

June 21 Summer Solstice

June 21 DIA/NSA Leadership Day, 9 a.m., DIAC Conference Center

June 22 Lean Six Sigma Champions Training, 8 a.m to noon, Tighe Auditorium

June 26 Crystal Park, Summer Kick-off Ice Cream Social, 11 a.m. to 1 p.m.

June 28 5K Fitness Fun Run/Walk/Bicycle Ride, 7 a.m., DIAC

June & July Council of Employees Meetings, visit *http://diateams.ne.dodiis.ic.gov/cp/coe/default.aspx* on JWICS for details.

July

July 4 Independence Day (federal holiday)

July 6 Pentagon Ice Cream Social, 11 a.m. to 1 p.m., Room 1A674

July 11 DLOC Independence Celebration Ice Cream Social, 11 a.m. to 1 p.m.

July 11 Overseas Travel Briefing, noon, DIAC Conference Center Side A

July 12 Overseas Travel Briefing, 10:30 a.m., Clarendon Room 810

July 12 Communications Board Meeting, 11:30 a.m. to 12:30 p.m., DIAC (room TBD)

July 15-Aug. 10 DNI 2007 Summer Hard Problem Program, Threat Evolution from Overseas to the U.S.: Patterns of Criminality & Terrorism, Orlando, Fla.

July 16-17 DNI Open Source Conference, Ronald Reagan Building, *www.dniopensource2007.com*

July 17 DIAC Vendor's Fair and Ice Cream Social, 10 a.m. to 2 p.m.

July 18 Bonus Program Awards Ceremony, Tighe Auditorium, time TBD

July 18 Clarendon Ice Cream Social, 11 a.m. to 1 p.m.

July 23-27 Lean Six Sigma Green Belt Training, DIAC Room K106

July 24 Crossing Boundaries, noon, location TBD

July 24 3rd Quarter Military Awards Ceremony, 2 p.m., Tighe Auditorium

July 26 Crystal Park Ice Cream Social and BJ's Wholesale Club, 11 a.m. to 1 p.m.

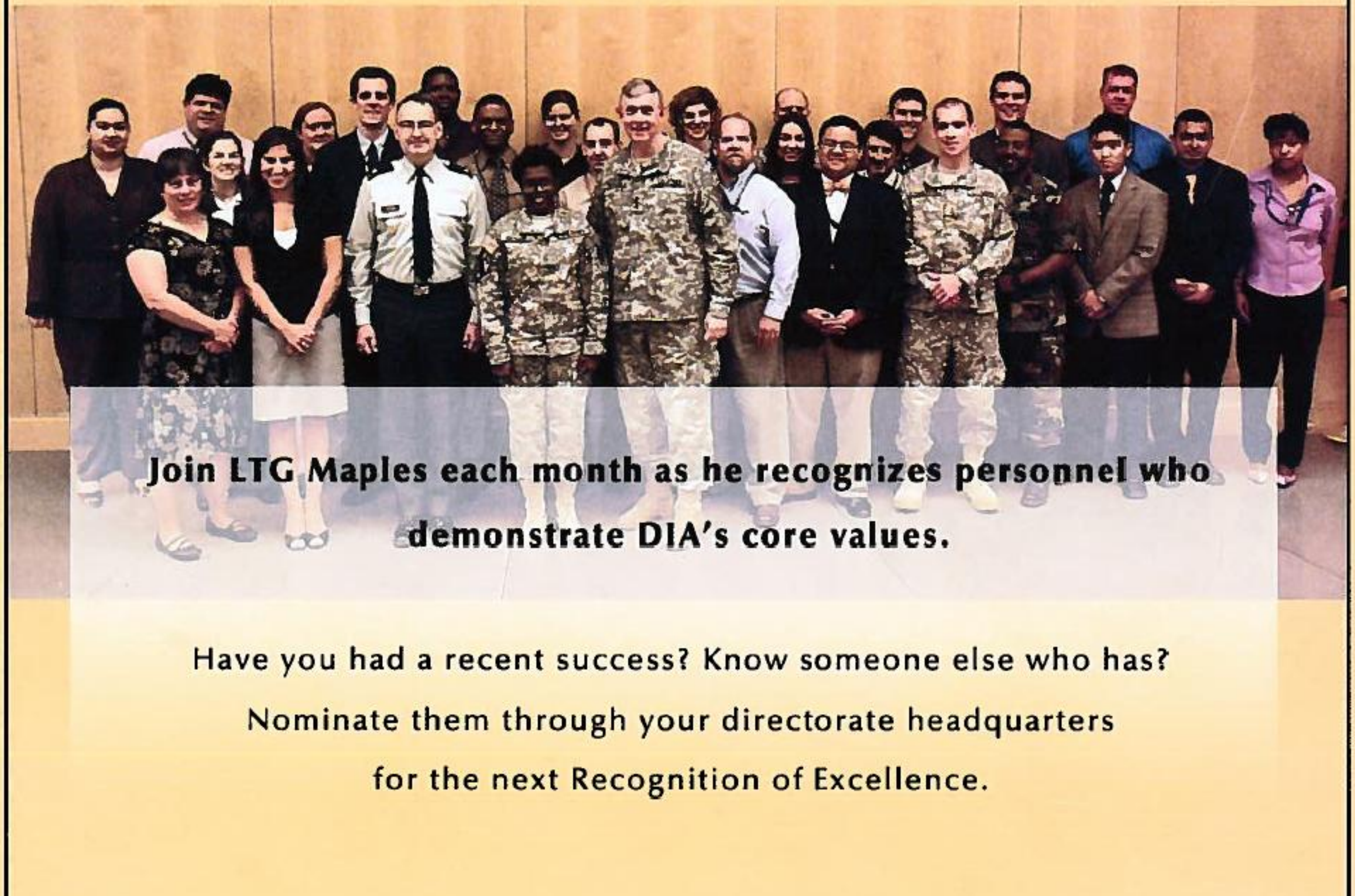
For further information or updates concerning these events, please refer to the Internal Communications Web site.

SERVICE • DEDICATION • INTEGRITY • TEAMWORK • CREATIVITY

Michael D. Maples
Lieutenant General
U.S. Army
Director

RECOGNITION of EXCELLENCE

To recognize personnel who demonstrate DIA's core values – *service, dedication, integrity, teamwork and creativity*



Join LTG Maples each month as he recognizes personnel who demonstrate DIA's core values.

Have you had a recent success? Know someone else who has?
Nominate them through your directorate headquarters
for the next Recognition of Excellence.

May 31, 2007
1 p.m.
Tighe Auditorium

June 28, 2007
11 a.m.
Tighe Auditorium

For more details, contact
Public Affairs at (703) 697-2925.

Committed to Excellence in Defense of the Nation